

Sales Management

THE MAGAZINE OF MARKETING



Bernard C. (Ben) Duffy: BBDO's billings have more than doubled. Turn to page 24.

WHAT 40 MILLION SAMPLES DO FOR LIFE SAVERS
NEEDED: DIRECTOR OF DISTRIBUTION RESEARCH
WHEN YOUR LINE IS SHORT—COMPETITORS BIG

A
BILL
BROTHERS
PUBLICATION

FIFTY CENTS

JULY 15 1952



Convention Plans
 Motion Pictures
 Meetings Packages
 Television Commercials
 Demonstration Devices
 Screen Advertising
 Skits
 Animated Cartoons
 Training Manuals
 Slidefilms
 Pictorial Booklets
 Transparencies
 Slides
 Film Distribution
 Turnover Charts
 Meeting Guides
 Tape Recordings
 Disc Recordings
 Promotion Pieces
 Poster Charts
 Banners
 Training Devices
 Quiz Materials
 Speech Coaching
 Pageants
 Stage Presentations
 Portable Stagettes
 Meeting Equipment
 Projection Service
 Film Productions in Color
 Field Surveys
 Convention Supervision

One-Stop Service

TO HELP YOU

make lasting impressions

Strong pictures can help make a successful sales campaign. Group meetings can be skillfully guided to assure lasting impressions.

Whether your group meetings are large or small, Jam Handy can help you get the results you want—at a saving in time and money for you. Jam Handy produces low-budget movies that can be just as successful for small companies as more elaborate productions are for larger organizations.

Whatever your objectives in meetings may be, Jam Handy specialists have the knowledge and experience to help you get the best aids to conduct them. If you wish, Jam Handy One-Stop Service can handle every detail for you, under your supervision. Write or call the office nearest you for information about Jam Handy's "lasting impression" services.

The **JAM HANDY**
Organization

Offices →

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H Street, N.W.

DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 8
7046 Hollywood Blvd.

In New York City . . . a Baby Every 3 Minutes

and 42 of every 100 families who read a New York evening newspaper choose the home-going Journal-American



EVERY three minutes a baby . . . every three minutes a new family member with an unceasing stock of needs and desires . . . every three minutes one more family contributes to the phenomenal growth of your New York market.

No matter how New York's buying potential is dramatized, one fact remains apparent . . . you must think in terms of volume. Because families mean business and more families mean more business, you'll stimulate most business through the Journal-American.

Carried home to 42 of every 100 families who read a metropolitan evening newspaper, the home-going Journal-American influences the buying decisions of every member of the family when they get together to plan their purchases . . . during the leisure hours of evening.

For greatest family coverage in America's greatest family market, place your advertising message in the home-going Journal-American . . . New York's largest evening newspaper by an overwhelming margin.

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

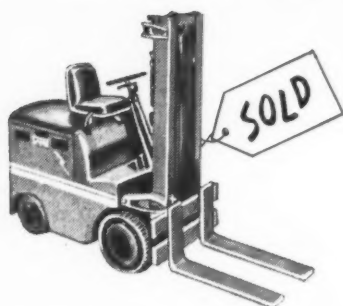
A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

Photographed at Beth Israel Hospital,
 New York City

JULY 15, 1952

from **FORK TRUCKS**



to **PILLOW BLOCKS**



**N.E.D. PROVES IT
PRODUCES SALES**

How do we know? 5,927 industrial officials told us!

In the most comprehensive study we have ever undertaken, over 17,000 N.E.D. inquiries were traced back to the inquirer. We found out that—at the time of the study—2,488 sales had already resulted and 6,429 additional purchases were pending. The products bought ranged from capital equipment costing thousands of dollars to the small maintenance items... the men who did the buying occupied key positions in management, engineering and design, plant operation, maintenance and purchasing.

If you haven't already seen this study, we'll be glad to send you a copy. Just ask for "2,488 Sales and How They Were Made".

- 66,400 COPIES (Total Distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION



**NEW
EQUIPMENT
DIGEST**

1213 West Third Street
Cleveland 13, Ohio

Sales Management

CONTENTS, JULY 15, 1952

ADVERTISING

BBDO Lays \$104 Million on the Line (Cover Story)

This was what 150 advertisers—spending \$14 million to less than \$200,000—entrusted to one agency in 1951. How was the volume built? Where does it go in media? How does BBDO earn it? What does it mean to *sales*?

By Lawrence M. Hughes, Special Feature Editor 24

Heard at Industrial Advertisers' Confab:

"Pulse-beat" remarks caught by a roving reporter—"What we need is more proof of the effectiveness of industrial advertising" ... "I would rid myself of the notion that there is 'advertising' on the one hand, and 'sales' on the other ..." 106

**New Medium—Rockets;
Trademarks Go for Skyride**

This summer Long Island, N.Y. bathers—50 million of them—will hear explosions on the half hour, look up to see rockets bursting in air and sales messages floating gently downward. By 1953, rocket advertising may boom on the West Coast. ... 104

**Why Advertise When You're in
A Sellers' Market?**

Salesmen and dealers alike asked the Weyerhaeuser Timber management that question ... and got a convincing answer. By Earl M. Rooney, Advertising Manager, Weyerhaeuser Sales Co. 60

Transit Radio's Future Brighter?

It may be for advertisers wishing to avail themselves of the so-called "captive audience" in buses and trolleys, although opponents who carried the Washington, D. C., case to the Supreme Court and lost are still sore about the whole thing. By Jerome Shoenfeld, Washington Editor. 83

COMPENSATION

**Profit-Sharing Pool Puts Incentive
Into Industrial Pay Plan**

Under Amercoats compensation setup for sales engineers there's peace in the sales family ... there's a premium on teamwork ... and the firm is not only maintaining profits but financing expansion. By Alan E. Turner, President, Amercoat Corp. 76

DEALER RELATIONS

**Huffy Finds 101 Ways
To Build the Bike Market**

By distributing a brochure that looks like a comic book, Huffman launches an industry-wide promotion to show kids how to earn their own bicycles. The strategy: If the booklet helps all bike sales, it will help sell Huffy-Bykes, too. 28

GENERAL MANAGEMENT

**Needed ... A New Sales Title:
Director of Distribution Research**

Advocates of this new job function look upon it as a natural development in scientific sales management. Here's a concise description of the idea and the results it can bring. By Charles W. Smith, Associate Manager, McKinsey & Co. ... 92

MARKET DEVELOPMENT

When Your Line Is Short And You Have Big Name Competitors

... you still can grow and prosper without cut prices or spectacular promotions. But you do have to persuade your prospects you offer a "plus." Perfection does it this way.
By Samuel R. Wolff, Sales Manager, Perfection Gear Co. ... 46

PACKAGING

Hit of the Year: Cigar in the Glass Tube

The tobacco industry needed a new idea to reinterest men in cigar smoking ... Kimble Glass had unyielding faith in its revolutionary packaging idea ... and when both got together in 1951 they began to make sales history. 54

PRODUCT DESIGN

Quaker Adds Chlorophyll To Dog Food; Sales Leap

Volume tripled—even quadrupled—in test markets when Ken-L-Products broke the news that their chlorophyll-treated foods would deodorize dogs. Dealers cheered; the Canadian market opened; the idea is a smash hit.
By J. S. (Jack) Williams, Sales Manager, Ken-L-Products Division, The Quaker Oats Co. 38

SALES POLICIES

How Circus Foods Won a No. 1 Rating In West Coast Markets

The free-wheeling sales group that directs the destinies of Circus Foods, Inc., started out with a big empty factory and a big dream. Today they dominate the market. Bold merchandising and effective advertising are largely responsible.
By Edward H. Jenanyan, President, Circus Foods, Inc. 30

SALES TRAINING

How to Use Audio-Visuals For Service Training

A buyer's satisfaction with his purchase can go up in smoke through improper servicing by poorly trained mechanics. Here's how Webster tackled the problem at its roots.
By James H. Lahey, Assistant Sales Manager, Oil Hydraulics Division, Webster Electric Co. 86

SAMPLING

40,000,000 Samples

Life Savers Corp. believes the product is its own best advertisement. That's why it spends 20% of its total appropriation for promotion to give customers a taste—and a smile.
By G. C. Young, Advertising Manager, Life Savers Corp. ... 94

STOCKHOLDER RELATIONS

Did Your Annual Report Merit an "Oscar?"

Improved illustration, better presentation techniques, heightened communications value, characterize annual statements as analyzed in paper's twelfth annual survey. 44

DEPARTMENTS AND SERVICES

Advertisers' Index	111	People and their Ideas	36
Advertising	104	Sales Trends (Industrial)	103
Comment	15	Scratch Pad	112
Dear Editor	110	Shop Talk	98
The Human Side	8	Significant Trends	21
Marketing Pictographs	65	They're in the News	26
New Books for Marketing Men ..	73	Washington Bulletin Board	83
Worth Writing For	52		

9,956

Thomas Register Advertisers used

37,281

Product

advertisements in the 1952 Edition!

These important advertisers stand as vital proof that T. R. produces Substantial Results ... Thomas Register is the foundation of industrial advertising programs.

The Only Paid Circulation
in the field—
ABC 96% Paid

THOMAS REGISTER

461 EIGHTH AVENUE — NEW YORK 1, N. Y.



It's Easier to Sell in

NEW YORK CITY

from stocks in the city

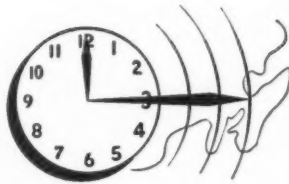
GET SPOT-STOCK SERVICE FROM:



5 LEHIGH
WAREHOUSES



43 TRUCK
LEHIGH FLEET



24 HOUR 50-MILE
DELIVERIES

Make sales orders stick...give your men the edge of selling a full line on hand for next morning delivery. Get details today of Lehigh's warehouse-distribution service for sales efficiency.

WRITE, WIRE OR PHONE

**LEHIGH WAREHOUSE
& TRANSPORTATION CO.**

Telephones: (NY) Rector 2-3338 (NJ) Bigelow 3-7200
102 Frelinghuysen Ave. Newark 5, New Jersey



**We publish a newspaper
that sells a market
of 1½ million people
with 2 billion dollars
to spend**

our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa

Omaha World-Herald

O'MARA & ORMSBEE, National Representatives

249,247 Daily—253,394 Sunday (Publisher's Statement Sept. 30, 1951)



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR...John H. Caldwell
SPECIAL FEATURE EDITOR...Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR...Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward,
Lester B. Colby, D. G. Baird
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mazerlik
CONSULTING ECONOMIST...Peter B. B. Andrews
ASS'T. TO THE MANAGING
EDITOR.....Philip Patterson
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION
MANAGERS...Aileen Walsburgh, Erika Gendts
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING SALES

SALES PROMOTION MANAGER
Christopher Anderson
ASS'T. PROMOTION MANAGER Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan, John W.
Hartman.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: The Essex, 13th
and Filbert, Philadelphia 7, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T. GENERAL MANAGER...John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May and Novem-
ber when it is published on the first, tenth and
twentieth. Affiliated with Bill Brothers Publishing
Corp. Publication (printing) offices, 34 North
Crystal St., East Stroudsburg, Pa. Address mail
to New York office. Entered as second class
matter May 27, 1942 at the Post Office, East
Stroudsburg, Pa., under the act of March 3, 1879.
Copyright July 15, 1952 by Sales Management,
Inc.

Member



July 15, 1952

Volume 69

No. 2



MANY A MAN HAS MORE FUN fishing for facts than for flounder. Tackling the tough problems of his job is his sport. Finding the answers in his business paper is good reading. Fun or not, it's *required* reading . . . and he knows it. Which explains why the **Best Informed Men in every Field** rarely miss an issue. They can't afford to.

The ARF, most critical of factfinders, put business paper reading to the test and reported that *copy* in business paper advertising gets a down-through-the-paragraph reading. In business papers, readers don't just catch at captions; they dig for facts.

Of course, business men read their business papers thoroughly. Now, even more than ordinarily. There never was a time when changes came faster . . . when new products, new techniques, new merchandising ideas, new regulations made it so urgent to read every issue with a searching self-interest. In a business paper, the editorial pages prime a man with ideas . . . start him planning . . . tell him how . . . send him to the advertising pages to find the products, materials and services he needs. To be thoroughly posted, he reads both!

This is why the business press alone can muster so much concentrated buying power in such compact and keenly interested audiences. **This is the distinctive function of the business press. No other medium can do this job so well . . . or at such low cost.** It's the major reason why you can sell more of any product . . . when you sell in the business press *first* . . . to the best informed men in your field.

Better than \$300,000,000 will be spent by advertisers in business publications in 1952. That's mighty close to the total spent in all consumer weeklies . . . far more than in all women's or general or farm magazines. It's a big part of the investment in hard selling that powers American business. And it's one more proof of the weight advertisers give to advertising direct to business, in business publications.

In practically every field you'll find ABC and ABP papers out in front in reader and advertiser preference. ABP papers alone (all ABC-audited) are paid for by almost two million subscribers . . . at a total cost of more than \$7,000,000 a year. You'll find it well worth while to look for the ABP-ABC symbols—and examine what they stand for—when you're selecting business papers.



THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1916

205 East 42nd Street, New York 17, N. Y. • MUrray Hill 6-4980

JULY 15, 1952

The things these people
have in common . . .



- higher mental levels
- higher standards of living



- higher home ownership
- higher community activity



- higher interest in
NATIONAL
GEOGRAPHIC

...make **NATIONAL
GEOGRAPHIC**
an uncommonly good
buy for your advertising!

NATIONAL GEOGRAPHIC family units, over 2,000,000 strong, cut across almost every business, profession and occupation! They write us up to 63,000 pieces of first class mail every day. They renew subscriptions at an amazing rate of more than 87%. They have a warm spot in their hearts for our product. We think there's room there for your product, too!

The National Geographic Magazine, Washington, D. C. Member of Audit Bureau of Circulations.

America's most
active minds
read



Now more than 2,000,000 circulation
according to publisher's current records.

The Human Side

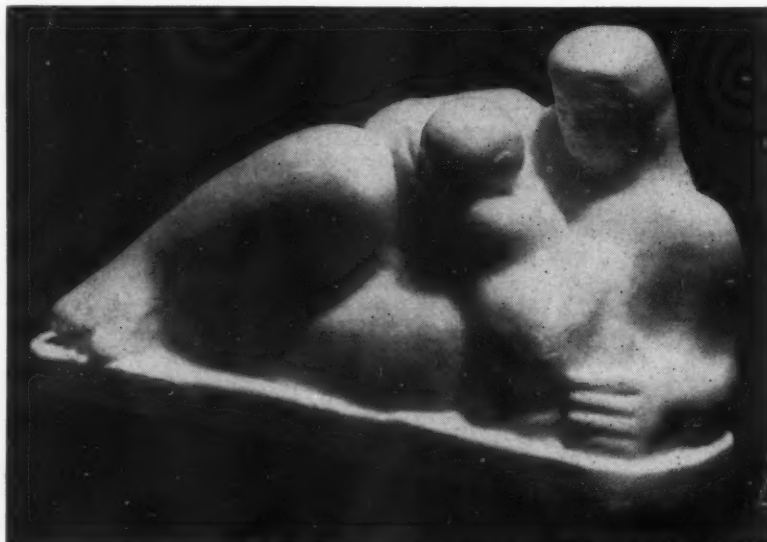
All from a Bar of Soap

The soap manufacturers think it's a grand idea. Child guidance experts, therapists, teachers all approve. And the National Soap Sculpture Committee has just run off its 25th annual competition for prizes offered by Procter & Gamble for sculptures using Ivory soap as the medium. Each year soap sculpture is becoming more of a hobby with the nation's youth because of this Committee.

This year final winners were chosen from 5,000 entries, representing the work of school children and amateurs throughout the U. S. Hundreds of thousands of children actually participated in the contest. And why not? P & G anted-up \$3,775.00 in prize money. It was spread over several groups of contestants: adult amateur class, senior class (ages 14-18) and junior class (under 14). This got practically everyone who knows how to pit the knife against the soap into the act. And to make sure that no one's personal whim decided a winner, the Committee had a jury of 14 top artists, sculptors, art teachers and even architects to evaluate the little soap works. Such famous people as Ely Jacques Kahn, Chester Beach and Dr. Edwin Ziegfeld put their heads together in choosing the winners.

The winners were from all parts of the country, which should help to prove that the East and California have no concession on artistic talent. And the winners represented all schools of artistic approach. There were nudes and Bob Hope, bathers and Madonnas, abstractions and be-bop. There was even one titled "Rah Rah Girls of '52."

No one seems to know from whence the idea for soap sculpture came. Probably it came into being along with the birth of soap. Certainly, says a P & G spokesman, as long as the oldest employe of that company can remember there has always been someone around whittling on a bar. And some people think that soap sculpture is



A WINNER . . . In P & G's contest: This Madonna and Child.

INDIANAPOLIS...THE HAPPY SELLING GROUND

RETAIL
SALES GAINS

HIGHER
CONSUMER
INCOMES

SATURATION
COVERAGE

EXPANDING INDUSTRIES

▶ **MANUFACTURERS' PAYROLL UP** over 700% since 1940!

▶ **RETAIL SALES UP 300%** since 1940 in this growing industrial market!

▶ **\$627,000,000** spent on retail goods alone last year!

▶ **\$6,431** average effective buying income per family ...

▶ **42%** above national average, and ...

Indiana's two largest dailies, The Indianapolis Star and The Indianapolis News, give you saturation coverage of this growing industrial market, plus an effective bonus coverage of 44 rich agricultural counties surrounding it ... at the lowest possible cost.

All this makes the Indianapolis market a *must* on every advertising budget!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES



Hoosier Hank

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



Now . . . a

Faster name

to match a
fast-growing market

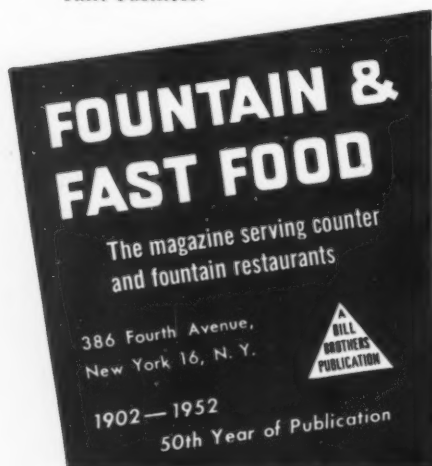
We've snipped off the tail of the Fountain & Fast Food Service title. For a field moving in a hurry . . . growing in a hurry . . . it was a long name. So, like the quick order kitchens and the fountain boys who have whittled down a new, quicker language of their own, we've clipped the name of our magazine and made it shorter. It will now be called

FOUNTAIN & FAST FOOD

**The magazine serving counter
and fountain restaurants**

This tells the whole story. What about the word "service"? Understood . . . obviously. Isn't it the key to the whole idea of *fast* food and the fountain?

It's the key to the whole idea of the magazine, too . . . for FOUNTAIN & FAST FOOD serves and sells 40,000 eating places . . . fountains, coffee shops, cafeterias, drug stores, hotels and restaurants that have counter service . . . the growing *profit* side of the restaurant business.



almost a pure American art form. We've always been a nation of whittlers. School children have been making things out of soap—and a great number of them would prefer to make things of it rather than using it for more usual jobs—since the first teacher discovered that carving soap into art was a monotony breaker and excellent therapy to boot.

In the early 1920's P & G, in council with several authorities in art education, planned its first national soap sculpture contest. Certain aims were incorporated into those early plans which are still the guiding principles of the contest. Contestants of different skills and experience were able to compete within their classes; suggestions for the use of soap as an art medium were to be made readily available; prizes were to be modest and the contest was to emphasize honor rather than money as the end-aim; originality was to be encouraged, the results widely publicized.

Just Call It "Hucksterese"

"Hucksterese" is as good as any word to describe the patois which the advertising profession speaks. Unless you belong to the inner sanctum of advertising you probably meander hopelessly in the dark when you must talk with the gentlemen who augment your sales forces. Part of this language-of-its-own stems from the nature of advertising: It's such a special sort of service that the old words didn't work. But another part smacks of the old school tie: The boys just don't want the common herd to understand.

One advertising man—who might just be called a traitor-to-his-class—has produced a book to throw a bit of light on advertising lingo. He's H. Victor Grohmann and he's president of the agency Needham & Grohmann, Inc. Mr. G. has lifted the lid on advertising-as-she-is-spoke, and armed with his book you'll be able to hold your own with any advertising man. He calls his book "a dictionary of the advertising language" and that's exactly what it is: The book is alphabetized and if some ad man hurls Milline Rate at you, look under the M's and you'll find: "Milline Rate—Cost of advertising space per agate line per million circulation. Calculated by multiplying quoted line rate by one million and dividing by the circulation of the publication."

"Advertising Terminology" begins with "abstraction" and ends with "zoom" ("an optical trick, accomplished either with Zoomar lenses or by dollying the camera toward or away from the subject. The effect is a quick enlargement or reduction of the image on the TV screen.") Altogether Mr. Grohmann gives original definitions for more than 600 of the most-frequently used terms in advertising and related fields and classifies them under five main headings.

Mr. Grohmann is rightly proud of his *fait accompli*. It took him three years to accumulate, compile and write his definitions. And the idea for the book, like most good ideas, was born out of a question—or rather a lot of questions. Mr. G. was doing a summertime instructing job, in advertising, at Cornell. As he lectured he found his students constantly interrupted him for definitions of terms he was using. Things got so bad he finally made a mimeographed glossary for the students. Each year he added to it. Then finding that there was no book of advertising terms, he decided to do one himself, non-profit, "as a service and token of gratitude to the field of advertising." "Advertising Terminology" is the result, \$1 is the price.

Victor Grohmann's agency—now 21 years old—serves leading hotels, travel accounts, food, industrial and other companies. He's a member of the board of governors and secretary and treasurer of the New York Council of the 4 A's. He's a Cornell graduate, has been a summer lecturer there for 15 years. His pet hobby is his 220-acre dairy farm in Sussex, N. J. But if you have to deal with advertising men, you'll remember him as the guy who wised you up.

COMMENT

Trade Lingo Gobbledygook

Long-time readers of SALES MANAGEMENT may remember a survey we reported in 1944 which we conducted based on a suspicion on the part of the editors that far too many advertisers were using trade terms in their consumer advertising which were meaningless to large numbers of people. ("Trade Terms Used in Advertisements Largely Gibberish to Average Male")

In it we listed such terms and expressions as "F. O. B.", "F. M.", "Lager Beer", "Neutral Spirits", "Mutual Insurance Co.", and "Jewels" (as applied to watch construction). We asked a cross section of consumers to tell us what these terms meant to them. The results were shocking. For example, only about one-fourth of all respondents could properly define such a simple term as "F. O. B.". Our conclusion: If your audience doesn't know what you're talking about in your advertising, a large part of your investment is wasted.

We were reminded of this survey by an advertisement that appeared in *The Portland Oregonian* on June 3. In 210-line space the names of 42 florists were listed under the headline, "F. T. D. Floral Services Available at the Following Shops." This headline is 100% meaningful to every florist in the land, but even though the letters "F. T. D." have been advertised for years, we suggest that public knowledge and understanding of the abbreviation is probably less than 50%.

Once again, therefore, we remind all users of advertising space that messages couched in trade terminology are, to large numbers of people, no more understandable than the same message would be if it were printed in Sanskrit.

Trouble for the Movies

In one of *The Wall Street Journal's* excellent round-up stories, that paper reported recently on the unhealthy state of the movie business ("Attendance Downslide Breeds a New Round of Theater Closings").

Explanations of theater managers interviewed in TV cities (where the slump is most marked) emphasized TV competition. One quote: "We just can't blast 'em out of their homes until the TV novelty wears off." Another manager pointed to poor promotion. Others came back to the old bugaboo of double features. Many cried for better pictures.

The movie industry, like all other industries confronted with a new and growing type of competition, cannot merely sit and weep into its beer and speculate on the causes for falling attendance at theaters. It's going to need some effective research which will measure and evaluate the importance of the various factors in sales resistance.

By way of a starter, we suggest a good long look at the product. In recent years almost all of the big producers have been seeking to out-do one another on "prestige" pictures . . . pictures that lean heavily on social significance for their themes, semi-documentaries,

GUNNING FOR MORE HUNTING EQUIPMENT SALES?



Hunt where the hunting is best—take a shot at the hundreds of thousands of men who pay \$10 a year—or 25 cents a copy at the newsstands—for *The Sporting News*, national baseball weekly.

Read by more than a million sports-minded men, your advertisement will reach an audience of sportsmen . . . a rich, responsive market for everything a man buys.

The Sporting News

Published weekly for 66 years

2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago



FORD NELSON

One of WDIA's many famous personalities

Tender Leaf Tea Joins the Swing To WDIA, Memphis

Yes, Standard Brands is using WDIA to sell Tender Leaf Tea to the great Negro segment of the Memphis trade area . . . further proof of WDIA's complete dominance in selling to the 430,266 Negroes in WDIA BMB counties. Increased Sales will prove the same for your product just as they have G. E. Lamps, Tide, Colgate Dental Cream, Carnation Milk, Maxwell House Coffee and many others. Get full facts today.

HOOPER RADIO AUDIENCE INDEX

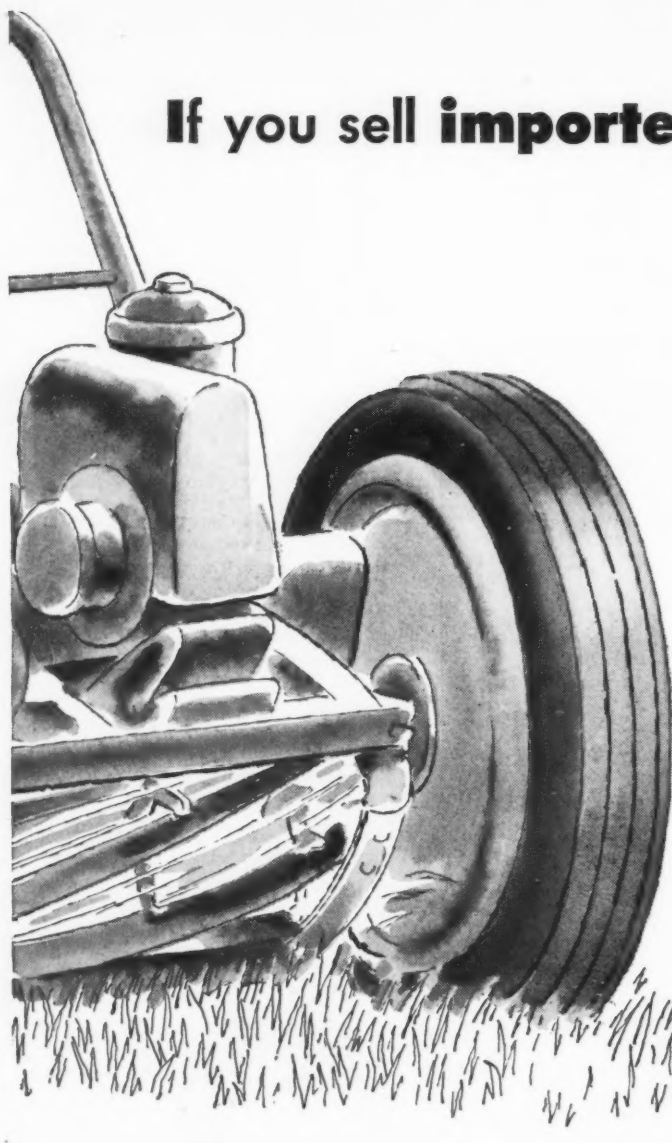
City: Memphis, Tenn. Months: Mar.-Apr. '52

Time	Sets	WDIA	B	C	D	E	F	G
MF 8AM-6PM	13.4	21.1	23.9	18.5	11.4	7.6	6.2	6.0

(Note: WDIA's share Saturdays: 27.7; Sundays: 32.0)

MEMPHIS **WDIA** TENN.

John E. Pearson Co., Representative



If you sell **imported tweeds...**



or gardening needs...

here's why there's more business for you* in **HOLIDAY!**

If your product, like a power mower, makes keeping up the place more of a pleasure...or if, like fine tweeds, your product contributes to more pleasurable living—it's virtually sure to sell better in *Holiday* magazine!

That's because Holiday's families (now more than 850,000 of them) represent the most comfort-conscious, most responsive market in America. They're families who are ever ready to try new products and ideas—ever willing to be sold on better ways to do things, better products to own

—and ever able to buy the very best... their incomes are *three times the national average!*

What's more, every month Holiday puts these families in a *pleasure mood*—a mood to seek out and buy the finest products for themselves and their homes.

These are the reasons why there's more business for you in Holiday!

* * *

*For full information, together with Holiday sales case histories in your industry, write Promotion Manager, Holiday, Independence Square, Phila. 5, Pa.

A CURTIS PUBLICATION



—means *Pleasure and Pleasure means Business!*

even tragedy. It's time to ask if they haven't been over-doing it. Mr. and Mrs. America, by and large, want entertainment when they go to the movies. Maybe the producers are losing sight of this simple fact. Maybe, too, they aren't judging public psychology rightly.

There are many trends evident in the news to indicate that the American public, in the midst of a period of prosperity, is suffering from a strong underlying feeling of pessimism and insecurity over the whole potentially explosive world situation. Families are being confronted with change faster than they can comfortably accommodate themselves to it. This is the kind of psychology that breeds a hunger for escape entertainment of all kinds. After a working day filled with struggle over problems, some of which seem insoluble, it seems to us that the movie theater offering "heavy" stuff is almost sure to suffer at the expense of something light and humorous on the TV screen. Over and over, if you will listen, you can hear your own friends say something like this: "Sure, I know 'Streetcar' is a good picture, but I just couldn't take it tonight."

Question: If this is indeed the disposition of the millions today, isn't it a cue for Hollywood to forget its urge to put out the kind of picture that will impress other producers and the loftier-minded critics, and seek out scripts that will provide the public with the kind of escape entertainment it seems to be hungry for? The right kind of research may, of course, prove this point of view to be wrong, but it is at least worth some serious exploration.

After all, the movies, like washing machines and fountain pens and linoleum, are a *product*. And if the product isn't what the consumer wants it to be, no sale.

"Buy American" Is Dangerous

When the Anglo-American sales team was in England in the spring of 1950, the hardest question to answer was one thrown out in every city. It went something like this: "It's jolly good of you fellows to come over here and show us how to compete with you in the American market, but what will happen to your tariff policy if foreign goods become serious competition? We had a splendid American business in the 1920's but then you passed the Smoot-Hawley tariff and wiped us out. We don't want to get burned again."

The Americans could only say that they thought lawmakers and business and labor had all grown up considerably and now realized that we couldn't long go on selling abroad without buying in at least equal amounts from abroad. Don Mitchell, head of Sylvania Electric Products, Inc., said: "We would *welcome* good competition; it would only make us improve our production and our selling."

Now we wonder whether we have learned the lesson that we can't isolate ourselves on an island of prosperity. Congress and the administration have been doing some strange things—such as applying—then removing—quotas on European cheeses. It wasn't a case of ruinous *competition*, for the specialty cheeses from Italy, France and the Low Countries are dessert cheeses with few if any American counterparts.

The application of quotas and other artificial "escapes" from the mere *threat* of slight competition are being sought by small pressure groups who do not want to play the competitive game that has made America great. Aren't we ever going to grow up?

Thought of the Month

"Most advertising is in itself a guarantee," says Fairfax M. Cone, president, Foote, Cone & Belding. "Every manufacturer and distributor of size in America knows that you cannot successfully advertise bad products. . . You cannot sell a bad product twice to the same people; and it is axiomatic in the American system of mass production and mass distribution that products must not only be sold broadly to *many* people—but all sold again and again to the very same people."



CALL IT Influence

*..a powerful
advantage of*
THE DALLAS NEWS

- An officer of the law in your rear-view mirror is strong influence. So is the word of a long-respected friend.
- The News' years of alert, careful reporting and public service have earned the unswerving conviction of its readers. You hear them say "I saw it in The News," always with a note of assurance and finality.
- That, too, is strong influence . . . and wherever The News goes in this 72-county North Texas market, this influence is an added ingredient to paper and ink, lending faith and respect to every word.
- That is why any product is more wanted, more quickly accepted, more readily bought when it's advertised in The Dallas News.



*dominating the
72-county*

DOUBLE DALLAS MARKET

**The Dallas
Morning News**

CRESMER & WOODWARD, INC., REPRESENTATIVES

Number ONE

P. I. B. figures for the first six months of 1952 show the Post carries more advertising than any other magazine.

POST 2,217 pages

LIFE 1,926 pages

COLLIER'S . . . 787 pages

LOOK 700 pages

Number ONE The February 9 issue of The Saturday Evening Post had the highest circulation in the history of the magazine.

Number ONE Latest A.B.C. figures (first three months) show that the Post leads all other weekly magazines in newsstand sales.

Number ONE The April 19 issue carried the greatest dollar volume of advertising in Post history: a record-breaking \$2,549,000.

-gets

SALES MANAGEMENT



S

As s

WO

It's
peace
up by
answ
The
ing o
preve
to ta

"I
parat
been
have
adequ
what

"T
come
not
easily
the s
as m
A
pseu
this
He l

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending July 15, 1952

WOULD PEACE BRING ON DEPRESSION?

It's a Communist argument that we cannot afford real peace, that our economy is unstable and must be propped up by huge government expenditures. The charges were answered by J. K. Galbraith in the featured article of *The New York Times Magazine*, June 22. After pointing out the many positive steps that have been taken to prevent any recurrence of the 1929 decade, he goes on to talk about today's prosperity and says:

"It has been easy to go on from this condition of comparative well-being to formulate a theory that demand has been saturated. . . . After all, it is said, when families have all the food they can eat, are adequately clothed, are adequately housed, and own all of the standard gadgets, what is there left for them to buy?

"The question is absurd. Families with a present income of \$6,600—or twice the (median) average—have not the slightest difficulty in spending their money. So easily acquired is the amiable art of spending money that the same is true . . . of those with three and four times as much."

A New York "sales administrator" writing under the pseudonym of Jay Taylor in the July *Harper's* confirms this in a piece called, "Going Broke on \$10,000 a year." He lists his family income and expenses, item by item, for

last year, and says he went into debt because he is forced to live by standards which "I did not set, cannot afford, and must adhere to under a code as rigid as that of Moses. . . . The people in our plant may envy me, but they forget that they are not held to the pattern of living my job holds me to. I belong to a new class of forgotten men in whom no labor leaders, politicians, farmers, corporation presidents or commencement speakers take any vested interest."

It's worth reading—particularly if you are nursing along some junior executives and assume that they're doing O.K. just because they are being paid more dollars, before taxes, than you received when *you* were a junior executive.

"GET-TOGETHER" ADVERTISING

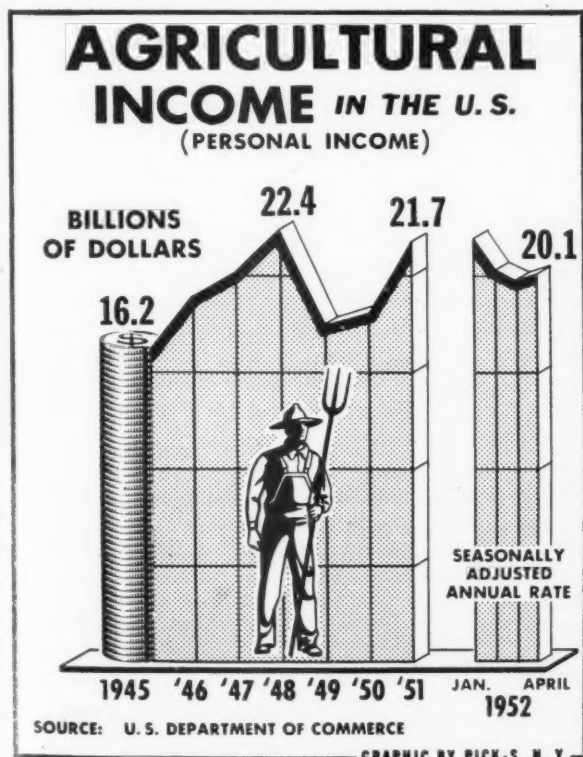
A color spread in a recent *Chicago Sunday Tribune* shared by General Mills' Bisquick and the American Dairy Association, featuring strawberry shortcake—butter—whipped cream, reminds me that this is a field of mutual endeavor which is largely unexploited despite the many natural advantages. Is it laziness or lack of imagination? The business world is full of these natural "partners" where you help me and I help you and we're both helped.

But I'm glad to report that there's evidence of more such campaigns than we've seen in other years. In an early issue we'll have a story on a meat-wine cooperative venture, and I see that Hamilton Watch Co. and International Silver Co. will sponsor a TV show, "Jewelers' Showcase," starting in October, alternating weekly as sponsors. Both companies sell through jewelry stores, both share in the desire to help the jeweler recapture his market.

FORTUNE STUDIES RETAIL SELLING

Making its own survey, *Fortune* comes up with the same answer which SM arrived at in its 18-month series, "Adventures in Shopping": that retail salespeople play largely a negative role, do not upgrade, overemphasize price, pay little regard to customers' desires, have little product knowledge, etc.

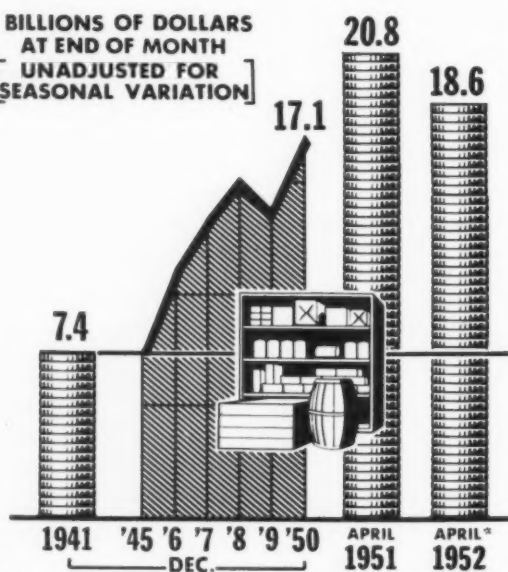
The solution? Retailers tell *Fortune*: "Above all, we want manufacturers to pitch in and help teach salesmanship to salespeople." Specifically, they want manufacturers' salesmen to spend more time in "personal, no-frills, in-the-store training." The key to successful training, as they see it, lies in the caliber of the manufacturer's man, and the *personal* attention he gives. . . . With actual customers as moving targets, the manufacturer's man can demonstrate most persuasively that sales-



RETAIL INVENTORIES

IN THE U. S.

BILLIONS OF DOLLARS
AT END OF MONTH
UNADJUSTED FOR
SEASONAL VARIATION



SOURCE: U. S. DEPARTMENT OF COMMERCE

GRAPHIC BY PICK-S, N. Y.

manship helps, and retailers are loud in praise of the one who actually sits behind the counter for a spell of this kind of role-playing.

How about it, Mr. Sales Executive? Ever considered any special rewards, honorary or financial, for those of your men who do a creditable and consistent job of in-the-store training of the men and women who are supposed to help move your merchandise on to ultimate consumers?

ACCENT ON THE CHEERFUL

Despite poor retail selling, people are buying more freely: result of easier installment credit, the working off of debts incurred during the buying spree following the start of hostilities in Korea and acceptance of the idea that prices will not go much lower soon.

So there's new confidence that retail business will be good during the balance of the year, and less fear of a bad slump in the first half of 1953.

Even the harassed consumer hard goods industry is looking up. The six-months report of Avco has this encouraging statement: "Sales in the company's appliance divisions showed an upward trend during the last three months, and are now running well ahead of the comparable period of a year ago. Excessive inventories which have plagued the appliance industry for the past 14 months have now been reduced to more workable levels, which should result in firming of price structures."

Avco's net sales for the first half of the year were \$130,834,354, and sales and advertising expenses were \$9,814,896—or 7.5%.

SIGNIFICANT SHORTS

Al Seares closing talk at the San Francisco N.S.E. convention was "scratched" because of an overloaded program, but the retiring chairman has made it available in printed form. Called "The Job Ahead for Sales Executives," it is *must* reading for the forward-looking manager—particularly its sections on reducing salesman turnover, developing sales management, market penetration, sales analysis. For a copy, drop a note to Al N. Seares, vice-president, Remington Rand, Inc., 315 Fourth Avenue, New York 10, N. Y.

"Who Said: There's No Tomorrow?": That's the title of a magnificent analysis of our economy divided into 1939-41 pre-war, 1942-45 war, 1946-49 post-war, 1950-53 rearmament and 1954-56 "guns and butter" periods. A penetrating analysis of all the factors which influence sales, and illustrated with color charts. The conclusion: A high-level economy through 1956 because of 10 major growth factors. SM highly recommends. Available through Bill Dover of the *Los Angeles Examiner* or any office of Hearst Advertising Service.

More than wages and salaries: Back in 1929 private industry paid out only \$465 million as supplements to wages and salaries. Last year the figure rose to \$7,365 million, a sum almost one-fifth as large as our total national income in 1933. These pension, insurance and unemployment funds constitute a solid prop to our economy, greatly lessen the chance of serious depressions in the future.

Parody on "Salesmen Wanted": Down in Portsmouth, Va., an appliance distributor, R. D. Beale & Co., woke up their own 14 salesmen and interested others with this classified newspaper ad:

SALESMEN—Wonderful opportunity for hard working men with good sales personality. Our present sales force is composed of lazy, stupid and generally terrible salesmen. As an illustration J. S. made \$15.17 last week. He didn't work hard. E. K. made \$11.59 last week. He is lazy. F. B. made \$21.50 last week. He worked hard but he is stupid. Please help us; we are desperate. Guaranteed terrible working conditions. A miserable sales manager but a chance to make a lot of money. Please, please, please come to our aid. Apply 226 South St., Portsmouth.

Sales began to jump immediately. The sales force asked the boss to hold night meetings, offered ideas and suggestions on how to increase sales.

Beer in the ice box: Back in '35, shortly after re-legalization of beer, less than 30% of it was sold in packaged form. Today the figure is 73.6% according to figures compiled by the Research Company of America in its 11th annual survey of the brewing industry. . . . The top five brewers are Schlitz, Anheuser-Busch, Ballantine, Pabst, Liebmann. The Big Ten, including the above-named plus Miller, Schaefer, Falstaff, Blatz and Pfeiffer, do 40% of the nation's brewing.

Our Worst Competitor: "In selling machine tools we not only compete with other machine tool makers but we compete with the fear of spending money at all," declares D. M. Pattison, vice-president in charge of sales, Warner & Swasey Co. . . . "we must sell not only our own machine tool against another, but we must sell the idea of investment."

PHILIP SALISBURY,
Editor

SALES MANAGEMENT



"Even so, I wish he'd say, 'Polly wants a cracker,' just once!"

Smart bird! Hark to his words.

That's a fact he's citing. The Des Moines Sunday Register *does* cover all Iowa—and how! Two out of three of *all* Iowa families, town and country, no less.

Coverage in 83 of Iowa's 99 counties is an amazing 50% to 100%. In 9 counties more, a high 40% to 49%. At least 21% in the others.

As for the market: In people it's 2½ million strong . . . in *income* it's 3½ billion dollars per year big! That's divided between town folks who outspend big cities like Philadelphia, Boston, San Francisco—and farm families who simply can't be outspent by any others, *anywhere!*

Bet you can see now why the Des Moines Sunday Register is 7th in general advertising linage among *all* Sunday newspapers. Milline rate a modest \$1.84.



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION March 31, 1952
Daily, 376,658—Sunday, 543,674

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

BBDO

Lays \$104 Million On the Line

This was what 150 advertisers—spending \$14 million to less than \$200,000—entrusted to one ad agency in 1951. How was the volume built? Where does it go in media? How does BBDO earn it? What happens to sales?

BY LAWRENCE M. HUGHES*



BRUCE BARTON: Pioneered institutional ads.

In 1951, some 150 advertisers spent \$104,115,330.27 through the advertising agency of Batten, Barton, Durstine & Osborn, Inc.

It must have paid: These advertisers have employed BBDO for an average of nearly 12 years. Last year BBDO handled twice as many client dollars as in 1946, four times as many as in 1941.

Today, BBDO ranks with J. Walter Thompson Co. and Young & Rubicam in the Big Three of agencies—each of which spent or “billed” in the U.S.A. in 1951 more than \$100 million.

Such a statistic suggests that the business of advertising to develop businesses has grown as much in complexity and responsibility as it has in dollars during the six decades since George Batten Co. first persuaded clients to spend a total \$25,000.

A ratio of, say, 4% of advertising to sales volume would show that BBDO's \$104 million helped to build buyers for \$2.6 billion of goods and services.

But because some largest-selling clients, such as U. S. Steel and du Pont, have “commissionable” advertising ratios only of about one-half of 1%, combined sales of all of them are much greater.

BBDO likes to point out that nearly two-thirds of its clients spend less than \$200,000. But the 23 who last year paid out from \$1 to \$14 million accounted for two-thirds of the \$104 million total.

Among the 50 largest-selling “non-financial” companies, this agency deals with *parts or all* of nine: American Telephone, U. S. Steel, Chrysler, General Electric, du Pont, Standard Oil of Indiana, American Tobacco, Standard Oil of California, B. F. Goodrich.

Four of these nine—American Tobacco, Chrysler, du Pont and Steel—are said to account for nearly one-third of BBDO's billing.

However, its share of the total advertising job done for the nine ranges widely—from all of Steel and Standard of California, virtually all of du Pont, nearly all (Lucky Strike) of American Tobacco and most of Goodrich, to Chrysler's DeSoto division, G-E's lamps and institutional,

Standard of Indiana's institutional, to four regional subsidiaries of the Bell System.

But because *any* advertising that promotes its sponsor and his products is a sales factor, BBDO may share credit for the fact that the combined business of the nine companies now exceeds \$15 billion. The volume of the 140 other clients—including such banks as National City Bank of New York and such insurance companies as Phoenix and Liberty Mutual—adds at least \$10 billion more . . .

BBDO's \$104 million was spent predominantly for advertising space and time. On this the media paid commissions of about 15%. Fees were a minor part. Unlike some agencies, BBDO does not multiply fees by 6-2/3 or 7—15% being about one-seventh of 100%—to “represent” billing.

In 1951 BBDO's “own gross” of about \$15 million bought pencils and typewriters; paid the rent on offices in New York, Boston, Buffalo, Chicago, Cleveland, Detroit, Hollywood, Los Angeles, Minneapolis, Pittsburgh and San Francisco, and the wages of 1,486 people—of whom 939 worked at 383 Madison Avenue in Manhat-

*This is Part I of an article in 2 parts. Part II will appear in the August 1 issue.

tan. The second largest office is Minneapolis.

On its "own" \$15 million the agency earned, after taxes, less than \$2 million for stockholders and for building resources.

An ad agency's resources predominantly are *people*: their ideas, knowledge, skills and energies, and the ability of its managers to harness them for the clients.

BBDO's principals are eight higher officers, 20 directors, 47 vice-presidents. Three of the eight also were principals on September 15, 1928, when the then 37-year-old George Batten Co. and the nine-year-old Barton, Durstine & Osborn brought under one broad banner 600 people and annual billing of \$27 million.

Bruce Barton became chairman and William H. Johns of Batten, president. But until April 1939, Roy S. Durstine was active manager. When Durstine left to form his own agency, Johns became chairman, Barton president, and Alex F. Osborn executive v-p. Under Osborn's management BBDO widened employee ownership; sought packaged products accounts, and developed research, merchandis-

Working with President Bernard C. (Ben) Duffy now are four executive v-ps: J. Davis Danforth, for client relations; Charles H. Brower, creative service; Fred B. Manchec, operations—all in New York, and John C. Cornelius, Minneapolis, in charge of western offices.

The "names on the door" no longer control BBDO. Ownership is shared by nearly 200 employees, in all departments and offices. The largest stockholder, Feland, owns less than 5%.

The one-seventh of all the people in BBDO who own it must earn the right. All of the eight principals have earned it through service with the agency from 20 to 40 years. Most of the others have been there more than 10 years.

In a business where accounts are reported to change every two and one-half years, and people about as often, BBDO has gained relative stability. Of 127 accounts which it lists for "new business" purposes—excluding some smaller and fee accounts—65 have been in the fold 10 years or more and 26 of these 20 years or more. In fact, nine have

geia Nursing Bottle, 1908.

But, like all agencies, BBDO has had turnover. Of 113 listed at the time of the Batten-BDO merger in 1928, 91 had been lost by May 1938 and 95 by January 1952. Of 124 listed in May 1938, 73 since have gone elsewhere.

Eighty-nine of the current 127 have been added since 1938, and 49 in the last five and one-half years.

Thus BBDO seems to be making out all right in the twin problems which confront all businesses: holding at least a strong nucleus of loyal customers and replacing deserters.

BBDO's losses over 23 years have included such names as Borden, Cluett, Peabody, Continental Baking, Crowell Publishing, General Motors, Gillette, Lehn & Fink, Pan Am Airways, Remington Rand, Servel and Time, Inc.

Replacements, however, have more than made up for them.

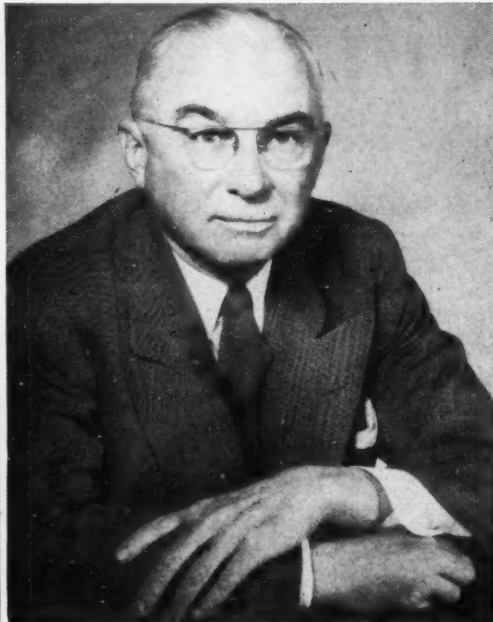
Instead of Crowell-Collier and Time, Inc., for example, the agency now has seven media accounts: American Broadcasting, *American Home*, Curtis Publishing's *Holiday* and *The Saturday Evening Post*, *Minneapolis Star & Tribune*, *Reader's Digest*, *The Wall Street Journal*.

BBDO's 1951 additions included American Safety Razor's Blue Star and Treet blades, Libbey's frozen foods, Schenley Reserve and other spirits, White Sewing Machine, Zenith hearing aids. Its only substantial loss last year was Servel home appliances.

Anahist Co. was acquired but became inactive. Lever's Jelke foods moved. So did Bromo-Seltzer.

Thus far in 1952 BBDO has added Amity Leather, Chicago; Avco Manufacturing's Crosley radio and TV sets; Electrolux vacuum cleaners, New York; Gemex watch bands, Union, N. J.; McKelvy Co.'s Seaforth cosmetics, New York; National

(continued on page 100)



CREATORS: Several of BBDO's leaders have had creative experience. Robley Feland (left) started as a copywriter, but for two decades has held the agency's purse-strings. Alex Osborn led in switching BBDO's emphasis from institutional to packaged-goods accounts.

ing and other services.

In March 1946, to carry these steps farther, a younger group took over. But several veterans are still busy. Barton is now chairman and Osborn vice-chairman of the board, and former Battenite F. R. (for Robley) Feland is chairman of the executive committee, v-p and treasurer.

employed BBDO and predecessors for more than 30 years. Starting with G-E in 1920, it includes General Baking and Wildroot hair tonic, 1919; Shreve, Crump & Low, Boston jeweler, 1918; Armstrong Cork, 1917; Hammermill Paper, 1912; Hamilton Watch, 1911; S. D. Warren printing papers, 1910, and Hy-

COVER PICTURE:

Bernard C. (Ben) Duffy started as an office boy in 1919, the first year of Barton, Durstine & Osborn. Following primarily the "media and research route," he was named president in 1946. Since then BBDO's billing has more than doubled, from \$50 to \$104 million. Increased emphasis on research, marketing and merchandising has been an important factor.



CALL HIM "YANKEE"... you'll be right. Gene Wedereit was born in Milwaukee. Call him "Rebel" . . . right again. He's been a Kentuckian since '43 when he became director of advertising for The Girdler Corp. and Tube Turns, Inc. Call him "president" and you'll be current. For Gene is the newly-elected chief of National Industrial Advertisers Association. An astute judge of fast horses and good bourbon . . . to complete the Kentucky side of his character he's just been named a Kentucky Colonel. To go with the title he has a Kentucky estate, loves to serve his guests mint juleps on his veranda. Before being wooed to the Bluegrass, Gene was for 13 years with the E. F. Schmidt Co., Milwaukee, where he had charge of the Creative Department. He handled everything from a single leaflet to full-scale promotional campaigns for both consumer and industrial accounts. A topflight administrator and a marketing expert, Gene has the knack for making friends. In recent years his direct mail and space advertising campaigns have won a long list of national honors . . . He's a director of the Advertising Club of Louisville, Kentucky's oldest and largest luncheon club. The membership serves him doubly—he likes to eat *and* talk.

They're in the News

HE'D JUST PUT ON LONG PANTS . . . when 36 years ago J. C. (Larry) Doyle got his start with Ford Motor Co. as an office boy. Ford and Larry have hit it off ever since: He was promoted to sales and advertising manager July 1, for Ford, Mercury and Lincoln. From his Kansas City beginning, Larry has worked the Ford circuit—Detroit, St. Paul, Philadelphia, Houston, St. Louis. In St. Louis he was manager of a Ford sales division . . . But about that time, 1943, the Army took him into the Ordnance Division, made him a full colonel, gave him desk space in the Pentagon. Three years later he took off his silver eagles, moved to Detroit, from there managed sales operations for Ford in 10 states. Just six months ago Official Washington called him in for a short term as technical adviser for the Motor Vehicle Division, National Production Authority. In May, Larry was elected vice-chairman of National Sales Executives. Right now he's looking for a cook—in fact, would like to marry one . . . He's eaten in restaurants all his life, he says, and can devour anything. Ambition? Wants to keep going; says he'd be very bad at retiring.





HE GETS ALONG WITH EVERYBODY . . . folks at Swift & Co., say. Maybe that's why O. E. Jones now works at the executive vice-president's desk. Before his new appointment, he was v-p in charge of sales and advertising, held that position since 1938. In the 40 seasons he's been with the company, he's had his sales fingers in more Swift departments than you can shake a stick at—from branch house selling to the refining department. Born in Wellington, Ill., 60 years ago, Mr. Jones worked his way through Greer College and the University of Illinois, then moved on to the Swift payroll as a specialty salesman, selling refining products throughout Ohio, Iowa, Illinois. From there on, it was a matter of working, and climbing. He won't turn down an invitation for a round of

golf—unless there's work to be done out at the farm he owns and operates. The farming, however, is strictly part-time—has to be. How's a man to keep up with the plowing when he belongs to Chicago's South Shore Country Club, the Rotary Club, Saddle and Sirloin, the Grocery Manufacturers of America and the Farmers' Club?

BY HARRY WOODWARD

HE SOLD HIS COW PONY . . .and saddle for 100 bucks so he could start college. Forbes McKay, *Farm and Ranch's* new president, has always known where he was going. Until he got out of Baylor this hospitable ex-Texan didn't go, in distance, very far from his native heath. But when he entered publishing in 1917, as editor of the Saturday morning farm page of the *Temple Daily Telegram*, he was on the first leg of his career trip with Nashville (home of *F & R*) as its destination. While he did his Saturday stint he raised Yorkshire hogs and English White Leghorns, made friends with county agents and farmers, wrote for *Farm and Ranch* and other farm magazines. After a few years he went to Detroit for a decade as a publishers' representative. He's been in farm magazine publishing for 15 years, with *F & R* for two-and-a-half . . . Like the progressive, prosperous farmers of today, Forbes loves to entertain. He keeps several hundred pounds of prime meat stored in two home freezers and a locker, ready for his "dinner guests" who pour in from Chicago, New York, Cleveland, Detroit, and who wouldn't feel like they'd been to Nashville without an evening at the McKay's. He likes to personally cook their steaks—from a recipe given him by old friend Ann Bachelder.





PROBLEM 1: How to get kids interested in earning their own bikes? **Solution:** Tell them how and stimulate "want" through comic books—the kids love 'em, and will read 'em like the gospel . . .

Huffy Finds 101 Ways To Build the Bike Market

By distributing a brochure that looks like a comic book, Huffman launches an industry-wide promotion to show kids how to earn their own bicycle. The strategy: "If the booklet sells more bikes for the industry, it will sell our bikes too."

Eleven per cent of U. S. youngsters who own bicycles ride "Huffy-Bykes," built by The Huffman Mfg. Co., Dayton, O. The industry is dominated, however, by Arnold Schwinn & Co., Chicago, selling 60% of the nation's bicycles.

This year Huffman published a promotional brochure in comic-book format called "101 Ways You Can Earn a New Bicycle." With 200,000 copies in circulation, the company says: If this booklet can sell more bikes for the entire industry, it will help sell our bikes, too.

"101 Ways" is psychologically sound for children, parents, Huffy dealers. Because kids love comics, the booklet is an ideal medium to build up a strong I-want-a-bike urge, show them how to earn it. But in addition, Huffy hopes the booklet will (1) persuade dealers to stock Huffy-Bykes, (2) convince parents that comic

books aren't so bad after all.

Because most parents resolutely detest the sight of comic books, "101 Ways" is a singular blessing—it teaches children how to invest and save without hounding the family pocketbook. One section of the booklet dramatizes the point that children owe an obligation to parents that involves good behavior at home—and not at a price.

Another panel series gives Huffy dealers the spotlight: Youngsters are told that the local bike dealer needs a list of prospects, and to "look around for kids who want bikes, make up prospect list to sell to local bike dealer." Then, suggests a panel, tell dealer about Huffman's mailing plan, ask dealer to write for it.

Every conceivable money-making job is given "how-to" treatment; there's even a special section for girls, who are given apron-making, tutor-

ing, typing and 28 other fund-raising hints.

With plenty of steel for full-scale bicycle production, Huffy now has sufficient distributors and outlets to capitalize on national promotion of the booklet. The company's other products, electric- and gasoline-powered Huffy-Mowers, oil can measures for filling stations, are available in department and hardware stores and other retail outlets.

The 24-page, four-color booklets sell for a dime, are purchased in 500 or 1,000 lots by dealers, who receive, in addition, two 3¼ ft. posters, two 17-in. posters, a promotion book and 500 printed mailing cards for their prospect lists. Co-operative advertising mats featuring "101 Ways" are also in the package.

In April Huffy broke its "101 Ways" campaign in *Boy's Life*; other advertising appears in *American Bicyclist*. Huffy will use *Life* space in conjunction with the American Toy Manufacturers Association, and during the Christmas season, according to Byer & Bowman Advertising Agency, Columbus, O.

The booklet was printed by the Post-Hall Syndicate, Inc., New York, N. Y., and cartooning was done by Vic Herman, who draws "Elsie the Cow."



PROBLEM 2: How to keep youngsters out of family pocketbook? Solution: Show the number of neighborhood jobs that will pay, let parents escape payment demands for "routine" jobs . . .



PROBLEM 3: How to pacify parents, who hate comic books? Solution: Show how good citizenship begins at home—for love of parents, for free. Make it a book parent wants child to read . . .



TIP YOUNGSTERS OFF . . . to ways of the business world, salesmanship; warn them against selling shoddy goods and services. Here is another way Huffy conveys "parent appeal" in "101 Ways."



THE "PYLON" DISPLAY (left), the "tower of nuts," is Circus Foods' most effective point-of-purchase merchandising tool. In this version a second and shorter tower is used, on top of which the trademark elephant (he's made of plastic), balances on his nose.

VISIBILITY from any vantage point (below), even in a very large super market, is a primary advantage for the characteristic Circus tower.

HERE'S A TIE-UP: (right) Circus Foods and Lucky Lager beer get together for a joint promotion. Beer & peanuts—a natural combination.



How Circus Foods Won a No. 1 Rating In West Coast Markets

The free-wheeling sales group that directs the destinies of Circus Foods, Inc. started out with a big empty factory and a big dream. Today they dominate the market. Bold merchandising and effective advertising are responsible.

Based on an interview with
EDWARD H. JENANYAN • President, Circus Foods, Inc.*

Five-and-a-half years ago a man who had just been fired from his job of general sales manager with a leading nut products concern—fired for making too much money—bought from the Government for \$200,000 a surplus war plant in San Francisco. The man was Edward H. Jenanyan

and with him were some 15 salesmen and others who had worked with him and had been fired at the same time for standing by him. They also were investors in the plant.

A good many prudent business eyebrows were raised, for this group of salesmen with the newly-acquired 50,-

000 square feet of handsome factory hadn't a dollar's worth of business. In fact, they didn't have a business. A little later they did have a business: It was in peanuts, and it was called Circus Foods, Inc. But there were still doubts—and some gentle jokes at Mr. Jenanyan's expense ("Well . . . he'd been in the 'nut' business for 25 years!") and the salesmen heard jibes about being willing to work for peanuts.

A mere year later the records showed that Circus Foods had used 50 carloads of raw nuts and sold more than 16 million packages. Today that 50,000 square feet of plant space is one of the most modernly equipped and efficient nut processing factories

*San Francisco, Calif.



dising and advertising, would be wasted unless they could serve the customer with a fresh product.

The problem of freshness was primarily a matter of packaging and distribution, for Circus Foods had planned production to shorten the period of processing to the minimum. With the end of the war and of materials shortages the vacuum tin had become available and Circus succeeded in being the first to exploit this package for salted nuts. Once a nut is heated it starts to deteriorate if not protected from the air. Mr. Jenanyan knew that the faster he could get the nuts into vacuum, the better the flavor and condition when they reached the consumer. The new plant was planned, the \$200,000 worth of equipment designed and built with that one thought in mind.

"While we were about it we also aimed at the ultimate in mechanization," Mr. Jenanyan observes. "We wanted to be able to manufacture more economically and efficiently than any competitor and so be able to pass on the savings to those working with us and to the consumer. We did this first of all by reducing the costs between the raw material and the price of the finished product."

The plant was designed for mass production through the nearest thing possible to push-button operation. Being salesmen first, the Circus team wanted to be able to concentrate their major energies on selling. Possibly also because they were salesmen they were optimistic: The plan was laid out so that a second, third, or fourth production line could be added as the business grew—without interfering with or making any change in the original line.

Having assured themselves that the product would be tops when it came off the production line, the Circus team were determined it should reach the customer that way. They made the half-pound vacuum can their main package. In addition they have a line of five-and-ten cent cellophane bags. Salted peanuts are the main product. They also have salted cashews, salted almonds, and salted mixed nuts.

"The next step," says Mr. Jenanyan, "was to get those cans into the hands of the consumers, more and more of them more often, to develop in them the habit of buying and eating salted nuts every day." Now the salesmen came into their own.

The name 'Circus' had been chosen and the now famous Circus Elephant (jumping through a hoop) was developed as a trademark. Tying in with the circus theme and making the package outstanding was the red-and-white striped can. It was simple,

it was distinctive, it had associative value. Peanuts—circus—elephants—arouse in practically everyone, young or old, thoughts of fun, of a good time. From the start this tie-up provided the jumping off point for distinctive advertising, merchandising.

When nobody had yet heard of Circus Foods a teaser advertising campaign on the West Coast, and later in most of the 11 western states that became Circus Foods sales territory, announced: "Circus Is Coming . . . (but it's not what you think)." It ran in newspapers, on outdoor boards, car cards, over the air, on great banners towed through the skies by airplanes. And, in due course, the answer: "The Circus Is Here . . . Circus Peanuts." It aroused tremendous interest.

Promotes Brand

The role of advertising in the five-year sales development of Circus Foods has been, and is, to promote brand consciousness in the consumer and prepare him—man, woman, or child—to respond to the promotional impact at point-of-purchase by reaching for the red-and-white striped can. When a market is opened (as in Colorado now, and originally in successive West Coast areas) any and all media may be used.

For follow-up and sustained promotion, television has become Circus Foods major medium, with radio a close second.

Circus has participation in kids' shows, in home economist type programs, and retailer or chain-store participation interviews. Its advertising agency, Batten, Barton, Durstine, & Osborn, Inc., developed a "Happy Birthday" party series for youngsters in San Francisco, giving them the thrill of appearing on television, and for Southern California helped develop "Peanut Circus." For adults, televised interviews were developed with personalities in the news, sponsored by the San Francisco Press Club.

Television advertising has proved so successful in accomplishing the company's aim of familiarizing people with the package and the brand, that Mr. Jenanyan's major advertising plans for the future involve further use of this medium. Supplementing it will be car cards ("We want people to see what the package looks like and become familiar with it."), and on radio, sponsorship of major league games.

We now have a quality product, packaged distinctively, effectively and consistently advertised. How is it

in the country. It was using from 125 to 150 carloads of raw nuts a year to produce and sell 32 million packages by mid-1951, and sales are still gaining. And right now, Circus is the largest-selling brand on the West Coast.

What's behind it? "Merchandising," says Mr. Jenanyan. "We showed food store operators and other retailers how they could get tremendous volume on nuts. We taught them how to get consumers *into the habit* of buying, eating, and serving salted nuts . . . regularly."

But the dealer cooperation phase is the last chapter in the Circus Foods story. It started with a definite policy: Serve the customer. "All our thinking, planning, production, distribution and advertising were directed toward that one aim." There was good reason why it had never been easy to educate people to eat salted nuts as a matter of course: They could never be sure of getting them fresh. Mr. Jenanyan and his companions realized that their big promotional plans, all their merchan-

made to pay off at point-of-purchase? It is in its work with retailers that Circus has done its most outstanding job.

Circus nuts reach the consumer through food stores (grocers, chains, super markets) where the vacuum can is promoted; and through retail drug, candy and cigar stores that handle, mainly, the dime and nickel bags. Liquor package stores may sell both the bags and the cans. Auxiliary sales are made through vending machines in theaters.

Circus Foods' major achievement is in food store promotions. These may be summed up in two words: sampling and display.

Sampling is important, Mr. Jenanyan figures, because you have to get a consumer to buy a product such as salted nuts as many as 10 or even 20 times before a habit is formed. "Very few people go to the store with salted nuts on their list. This has always been an impulse item."

There are many ways of sampling the consumer. This manufacturer believes in tying it up with the act of buying—not of getting something free—and in doing it in such a way as to lend cooperation to the retailer.

One phase of the sampling operation is the nickel and dime package. "We consider this more or less in the category of advertising and sam-

pling," Mr. Jenanyan points out. In selling about 125,000 of the little bags a day for immediate consumption as a snack or otherwise, the company feels it is getting consumers acquainted with the Circus brand. Children as well as grownups who buy such packages today are more likely to purchase cans tomorrow. "Keeping this fact in mind," Mr. Jenanyan says, "we are exploring to develop ways of bringing these bags to the consumer with contents kept fresh longer."

In food stores, over a million consumers a year are sampled directly. This is usually done during week-ends. Circus field men, aided by demonstrators, stand or walk about in markets and pass out samples to customers from a freshly opened vacuum can. The sample is small and is placed directly in the customer's hand so that it will be consumed at once. Then there follows an invitation to buy. The word "invitation" should be stressed. Never under any circumstances is there any high pressuring. It is made a friendly and pleasant contact.

There is a definite pattern to the sampling. Each of the company's 40 salesmen will hold a sampling-fest, come Saturday, in a large market, chain store, or key retailer somewhere in his territory. Some salesmen work with their wives in a store, or the salesman covers one store, his wife another. Or he may hire five or six demonstrators and put on samplings in that many markets. The men use a lot of imagination in staging these events. They are free to put into them the maximum of color and action the policy of the market allows. Some of the men will dress up in clown suits or other circus-suggesting costumes and put on an act. Wives of salesmen will do the sampling in brilliant red-and-white striped dresses.

Spectacular displays accompany the samplings. One of the salesmen's duties is to build the displays for which Circus has become famous in western food stores. An outstanding example is the tower of nuts. This is a 12- to 16-foot column built of half-pound cans. Originated by Circus, it has appeared in thousands of stores, to stop traffic and astonish children and adults alike. Monstrous dump displays of cans of circus peanuts, dominated by a shorter tower on which the trademark elephant (a premium in plastic) balances on his nose, are another type. Here again the salesmen are resourceful.

Sampling is done the week-end the display goes into a store. At the end of a month, when the display is taken down, a second sampling is staged.

Introducing SM's New Chicago Editor:



David J. Atchison has been appointed to succeed Lester B. Colby as SALES MANAGEMENT's associate editor in Chicago. Colby retired, after 20 years of service, on July 1.

Reporter . . . cartoonist . . . space salesman . . . free-lancer . . . public relations chief . . . at one time or another Dave Atchison has answered to all of these. He came to SM from Elgin National Watch Co., where he had been

assistant to the director of public relations. Atchison's career in journalism began on a then-newly-launched newspaper, the Elgin (Ill.) *Tribune*, where he sometimes doubled in brass as a space salesman.

In the United States Army, as a correspondent, Atchison covered Eighth Army operations in Dutch New Guinea, Biak, the Philippines, and later, Okinawa and Japan. He was one of three correspondents selected to fly to Tokyo with the advance air convoy of Generals MacArthur and Eichelberger.

Atchison has also, at one time or another, been night press manager for NBC, Chicago, associate editor of *Noradays*, and assistant director of public relations for the American Medical Association. He is a graduate of both the Chicago Academy of Fine Arts and Bradley University. Retains his interest in cartooning by doing a monthly cartoon strip for *Today's Health* magazine called "The Little Doctor."

Atchison's headquarters will be in SALES MANAGEMENT's Chicago office, 333 North Michigan Ave.

Would the Golden Rule help sell consumer durables as well as it does industrial equipment?

The experienced industrial marketer knows that generalities don't sell conveyor systems—or safety goggles—in sales talk or in advertisements. He knows that industrial equipment is sold by giving buyers information on what it does for users and how it does it.

Maybe the industrial marketer would be the last one to say it, but this approach to marketing is a practical application of the Golden Rule—"to give unto my prospects the kind of information about my product that I'd want if I were the prospect."

Would the same approach work for consumer durable goods?

It's the national advertising we're thinking of. Retailers make their ads informative all right. But scan the national magazines and see if you don't agree that a lot of advertising that appeals to the emotions with mass-advertising techniques might do better if it adapted the *informative* advertising approach of industrial marketing.

After all, many consumer durables are to the home owner what plant equipment is to the plant owner.

Suppose a manufacturer of power lawn mowers—or electric irons or dish washing machines or food mixers—were to use the industrial marketing approach. He might start by setting up a three-way program of providing useful information when and where it is wanted.

NUMBER ONE would mean informative descriptions in advertisements directed to the home owner who is *interested right now*. He is a prospect for, let's say, a power lawn mower. He wants to know: How wide does it

cut? How fast does it go? How does it work on a rough lawn? Is it easy to adjust? What does it cost? Who services it when something goes wrong?

Specific information is required at the point of sale

NUMBER TWO—useful information for the prospect who has become sufficiently interested to stop in at the store and take a look. This could take the form of an informative label or booklet attached to the product itself. Too many retail clerks are sadly lacking in information about the wares they sell. For the little cost involved it would seem just plain common sense to reveal a few facts about the motor, the drive, the clutch, the adjustment features, the means of lubrication. The manufacturer has put plenty of thought and research and hard cash into producing a design that he thinks is mighty good. Wouldn't this be a logical time to point out *why* his machine is easier to turn around when you get to the driveway, or less cumbersome to maneuver around the maple tree, or faster to stop when Junior gets in the way? Or whatever? *

Some will say that this is the job for the retailer—as indeed it is. But what sales manager can feel confident that retail clerks know these answers, or even give a hang? After reading a few of the *Sales Management* articles, "Adventures in Shopping," would it not seem prudent to supply pretty complete information in both the advertising and at the critical point-of-sale?

The short but important step from user to booster

NUMBER THREE in this program of

providing useful information concerns the proud new owner of your product—say your power lawn mower. A booklet or manual, presented or mailed to the new owner of that lawn mower would be read with considerable care. If it helped him use the product more wisely, or make it last longer, or make simple repairs when necessary, your interest would be appreciated; your effort well repaid. Chances are he'd talk about it; brag all over the neighborhood that he had the best doggoned power mower on the street. And mark this well, his volunteer comments to the man next door can be worth any number of generalities in four-color process.

Some purchases are on impulse; others are carefully considered

There's a major difference between consumer goods that are bought "on impulse" and those that are carefully considered for their long-term value and usefulness.

And isn't there a pretty strong *parallel* between the "considered" purchases of home owners (consumer durables for the home) and the "considered" purchases of equipment for the industrial plant?

If you agree that this parallel does exist, you may be interested in what might be called the Standard Order of Procedure for industrial marketers. These eight points have been listed in a previous message in this series—a kind of check list of methods that just might help you increase profits by building sales at lower cost. If you haven't seen this check list, we'll be glad to send a reprint.

**NOTE: Just after we okayed this message for type lock-up we picked up Sales Management of May 1st and there, on page 38, was a picture of a lawn mower fact-tag that did this job to a "T". Congratulations to Huffman Mfg. Co. and their agency, Byer and Bowman!*

The SCHUYLER HOPPER Company

12 East 41st Street, New York 17, N. Y.
LEXington 2-3135

MARKETING • ADVERTISING • SALES

"Advertising that sells by helping people buy"

When a chain or super market runs a Circus nut special, a number of displays may be put in and there will be as many samplers or demonstrators as the store manager or operator will allow.

While Circus salesmen have a free hand when it comes to staging promotions, there are some rules they may not break, for the company has a definite policy in its retailer relations.

One plank in this policy is that a retailer or chain may never be over-sold or loaded up with more merchandise than can be turned over quickly. In keeping with this, the towers of merchandise are *loaned*. "We don't know how much the store will sell," Mr. Jenanyan explains, "neither does the owner or the manager." The mass displays sell goods; they sell more goods than less dramatic ones. They are also excellent advertising over and above the goods sold immediately, for their spectacular nature makes them remembered—and by the right persons in the right place: shoppers, at the point-of-purchase.

Sometimes a store will sell out the whole display. Not long ago this happened, with 200 cases of nuts being sold in a three-day event.

Circus Foods will have no part in any deals or free goods in its relations with distributors or retailers, for the same reason: They promote overbuying. And overbuying works against the company's firm policy of seeing that no retailer it serves shall ever bring a customer a Circus product which is not strictly fresh.

It is a major function of the salesmen to see that all retail stocks are properly rotated. Packages are date-coded. The company works to have all cans of its products consumed within 90 days from the time they leave the plant. If there is any risk of stock remaining in a store up to

the deadline, salesmen help store managers or owners to plan ahead to move the goods out through special sales.

There are some retailers left, perhaps a good many, who still think of nuts as something people pick up in a bag somewhere on the impulse, or buy in bulk in a variety store. In the 11 western states, in the five years that the energetic Circus Foods sales team has been busy, these old-timers are fast learning a new approach.

They Emphasize Display

One lesson they have learned from Circus is to build in their stores nut departments or sections. Circus field men have them bring to one spot all brands and kinds of nuts—packaged, canned, in the shell, shelled, nut products—so the housewife will get into the habit of thinking of nuts as a food to be bought and used regularly. Of course they try to get a prominent spot for the nut department, a preferred one being close to the bread department. They aim at encouraging eye-level displays, plenty of spot dump displays, and related-item displays. More and more of the better food store operators are responding to this guidance by setting up interesting, colorful sections.

Another phase of Circus Foods' cooperation with dealers is vigilance on profits. Salesmen are kept well informed so that they in turn may see that retailers are continuously posted on the price situation. Everything possible is done to assure dealers of making money on Circus products and to prevent their being footballed. At the same time the company, through efficient management, tries to keep the retail price as reasonable as possible and at all times competi-

tive. Present price of a half-pound vacuum can of salted peanuts is about 33 cents.

Even consumer premium offers are tied in with the retailer. One of the best known and most popular of the Circus Foods consumer premiums is a vinylite plastic elephant. The man-size toy inflates to support up to 200 pounds and is available for two coupons from cans of Circus nuts and \$1. Designed by the company's advertising agency, it is exclusive to Circus, and is promoted to consumers as a \$3 value. Fifty thousand have been redeemed so far and are in use in playrooms, swimming pools, and on beaches, lovingly known as "Peanuts . . . the Circus elephant."

In store displays, one or two of the plastic toys may be blown up and used with displays. A dealer who purchases a given amount of stock and leaves the display up not less than two weeks is permitted to keep the elephant. Some store operators or managers use them as prizes for their sales personnel. "Peanuts" seems to be perennially in demand. Other premiums are a "Circus Book" for kiddies and a long list of household items which may be had for the Circus coupons and small amounts of cash. The premium program has been in effect three years.

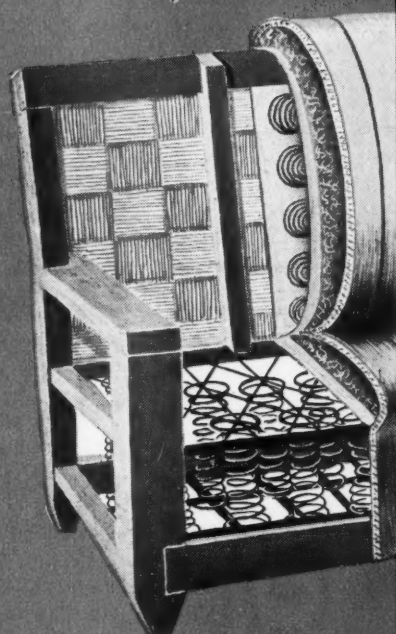
Circus Foods has loyal support from its retailers. Many, in fact, have become stockholders in the company. The number of Circus retailers grows steadily. In their short five-and-a-half years of operation the Circus salesmen have won distribution through all key stores in the West.

The company has practically doubled its volume in two years.

(In an early issue Sales Management will report fully on the how and results of Circus Foods' TV advertising campaign.—The Editors.)



How to select & buy upholstered furniture...



The above photograph and caption is from a recent article in one of the leading home service magazines—**SUCCESSFUL FARMING**.

The **SUCCESSFUL FARMING** family has standards as sophisticated as those of the best suburbs...and an income which is often better! More than a decade of highest prosperity has brought a revolution in farm living...made today's best farm families the best class market for better quality merchandise!

The best medium for reaching the best market is **SUCCESSFUL FARMING**, concentrating almost a million of its 1,200,000 circulation in the fifteen agricultural

Heart states, among the nation's best farmers, with the best soil, best brains, best techniques, highest yields and incomes. The yearly earnings of the average SF subscriber easily top the US farm average by 50%.

Most national media miss most of this market. The advertiser needs SF to balance his national effort, get maximum sales and response! For full facts, call the nearest SF office.

MEREDITH PUBLISHING COMPANY, Des Moines... New York, Chicago, Cleveland, Detroit, Los Angeles, San Francisco, Atlanta.



People and their Ideas

Mediocre Ads?

"We demand a higher IQ from those who represent us in industrial selling than do the so-called 'box-top' people," declared **H. D. Bissell**, director of merchandising, Minneapolis-Honeywell Regulator Co., at the convention of National Industrial Advertisers Association.

"We furnish the industrial salesman with specialized training in his particular field. But when we employ advertising, too many of us are willing to settle for mediocrity. Should this be so? We appear to have accepted the general impression that industrial advertising occupies a lower echelon in prestige.

The Old Gray Mare . . .

"Quite often you hear the complaint, 'We don't have the kind of salesman we used to.' That's very true—but don't blame this all on the salesman. A major share of the problem lies in the fact that management hasn't done the job it should in *developing* new men . . . one-third of sales managers are . . . chairbound . . . You can never do a job of supervising and stimulating men from behind a desk. Another third . . . are extroverts and spellbinders — wonderful personal salesmen—but they don't know how to transmit salesmanship to others . . ." **John R. Sargent**, of Cresap, McCormick and Paget laid it on the line to the Lithographers National Association at their annual convention.



BELL

Ralph L. Bell, assistant sm of Boeing Airplane Co. now is top sales head.

Truer Words, Etc.

"People don't buy during a period of price-cutting and price-slashing. They sit around and wait for more of the same. Price cuts never solved a soft market." **Judson S. Sayre**, v-p of Avco Manufacturing Corp.

Sales Forecasts:

How Good Are They?

"Accuracy of over-all *company* forecasts for 1951, as reported in the survey (sent to 103 top-flight firms in durable and non-durable fields), averaged 93%. The range, however, was from 65% to 99.5%. Forecasts by specific *product lines* averaged 4% less accurate than the over-all forecasts": **A. C. MacGowan**, manager, Business Research Department, Carrier Corp., at the national meeting of American Marketing Association. He added: "The durable goods forecasters were generally not as accurate as their non-durable brethren."



BURNS

G. W. Burns has been appointed general sm of Easy Washing Machine Corp. He's been assistant sm since '37 . . . A Technical Sales Unit, designed to render technical service on problems particularly related to heat transfer and product fabrication, has been set up by Wolverine Tube Division of Calumet and Hecla Consolidated Copper Co. The unit will be headed by **C. H. Kuthe**, manager of technical sales . . . **Kenneth Fisher** has been named assistant general manager of Fisher Flouring Mills Co. He started as a salesman.



BURT

Arthur H. Burt, a career-long vet of The Sherwin-Williams Co., has been appointed director of sales . . . Election of **James H. Binger** as v-p of Minneapolis-Honeywell Regulator Co. has been announced . . . **Harold Wilson** has been named v-p of sales for Swift & Co. . . . **Douglas R. Manuel** is the winner of the "Man of the Year" trophy given by Minneapolis Sales Executives Club. He's the fifteenth recipient . . . New advertising manager of Radio and Television Picture Tube Division Electronics Parts and Tungsten & Chemical Divisions of Sylvania Electric Products, Inc., is **Robert A. Penfield** . . . *Fortune* has created a new post—manager of sales development. **John Fistere** was promoted to the job . . . **Ralph B. Smith**, editorial director of the Publications Division, McGraw-Hill Publishing Co., has been elected a v-p of the company . . . Promotion of **William H. Scully** to advertising manager of the Good Luck Products Division of Lever Brothers Co. has been announced . . . In a realignment of Hotpoint Inc.'s marketing headquarters staff **Howard J. Scaife**, San Francisco district manager, has been named sales manager. The move is designed to strengthen planned selling.



SCAIFE

SALES MANAGEMENT



Idea suggested by FRANK ISAO NISHIOKA
Abbott Kimball Co., San Francisco, California

In Chicago, it takes 2— to get your message through

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.*

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!

**See the Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.*



CHICAGO SUN-TIMES

CONCENTRATED WHERE MOST OF THE BUYING IS DONE

211 W. Wacker Drive, Chicago 6

250 Park Avenue, New York 17

TOTAL CIRCULATION, 550,293 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING MARCH 31, 1952)

JULY 15, 1952

SOMEBODY STINKS!

THEY STOPPED, THEY LOOKED, THEY READ—and bought—when Ken-L-Products deposited on buyers' desks, without comment, a portfolio with this astonishing title.

DEODORANT DOG FOODS!

... The first and only dog foods to contain chlorophyllin, nature's magic deodorant that works from the inside out, stops odors before they start, rid dogs of offensive odors forever!



THE BIG NEWS: The four dog foods (wet and dry) made and sold by Ken-L-Products now contain chlorophyll. The brand new sales appeal: it takes the odor out of dogs.

Quaker Adds Chlorophyll To Dog Food; Sales Leap

Volume tripled—even quadrupled—in test markets when Ken-L-Products broke the news that their chlorophyll-treated foods would deodorize dogs. Dealers cheered; the Canadian market opened; the idea is a smash hit.

Based on an interview with
J. S. (JACK) WILLIAMS
Sales Manager,
Ken-L-Products Division,
The Quaker Oats Co.

When The Quaker Oats Co., Chicago, launched a test campaign on the Pacific Coast last October, to determine how the public would react to the addition of chlorophyllin to its three dog foods, sales in the various markets there jumped on an average from 350% to 400%. Chlorophyllin, according to extended laboratory and field tests, takes the dog smell out of dogs. The Quaker Oats Co. manufactures Ken-L-Ration, a moist canned dog food (in tins) made of horse meat, and two dry dog foods, Ken-L-Biskit and Ken-L-Meal. Ken-L-Meal was a new item in the line, just being introduced. The others were old established products, Ken-L-Ration dating back to 1928.

As a result of the swift and startling acceptance of the dog foods, with chlorophyllin added, Quaker immediately extended its promotion and by January this type of dog food, the first on the market, was established nationwide. But this was not done without a heap of planning. The planning was organized weeks before the introductory operation started and it was top secret right down to the last minute before the kick-off.

"In making their approach to wholesalers, jobbers, chain store buyers and retailers our salesmen carried a startling gimmick," says J. S. Williams, sales manager of the company's Ken-L-Products Division. "It caught them unexpectedly, stopped them cold, commanded their undivided interest and curiosity. It was built around one word — *stink!* Spelled *s-t-i-n-k!*"

"I was forced to leave school very early as a boy and I worked in mining and lumber camps where I learned a lot of single-syllable, descriptive Anglo-Saxon words. When I finally got into the sales field I carried with me the idea, that such words had enough force and punch to them to warrant their common use in selling.

"Now, all my life, from boyhood up, I've owned dogs. I've always had from one to six. I've always known that dogs *stink*. There never was an aromatic dog. As a result of surveys which have come to my desk, I learned that there are something like 22,000,000 dogs in the United States; mathematically about $1\frac{1}{4}$ dogs to every $3\frac{1}{2}$ families. We knew we had

Everybody knows where this

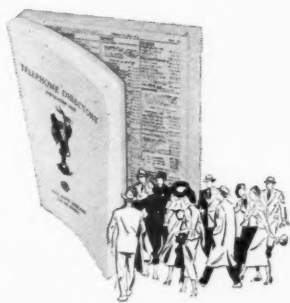
"Great Lady"

can be found . . . but

does everybody know where to buy your products or services? Make it easy for them to find your outlets by using national Trade Mark Service in the 'yellow pages' of the telephone directory.

Trade Mark Service features your trademark or brand name in the 'yellow pages' over the names, addresses and telephone numbers of your authorized dealers. This identifies your dealers with your national brand advertising . . . and helps eliminate brand substitution.

Ask the Trade Mark Service representative how national Trade Mark Service can be custom-tailored to your markets.

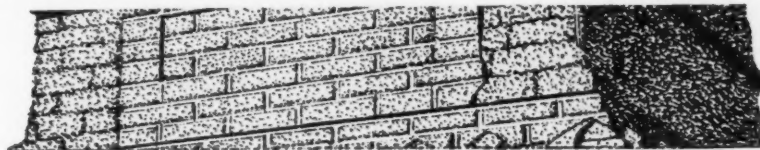


AMERICA'S BUYING GUIDE FOR OVER 60 YEARS



For further information call your local telephone business office

or see the latest edition of Standard Rate and Data (Consumer Edition)



found a way to *de-stink* these dogs so why quibble over a word? In fact, might the word surely be the key to the market?"

The introductory campaign was built largely around a little book, 30 pages, which every Ken-L-Products salesman carried in his hand when he approached a prospective buyer. The cover carried only two words. They were: **SOMEBODY STINKS!**

Strong salesmen shuddered when they saw it, admits Mr. Williams. Some, momentarily, were almost at the point of revolt. That sort of approach, to them they said, smelled of dirty pool. Frankly, it made them feel like washing their hands.

"Don't ever hand this book to a buyer in its envelope," warned Jack Williams. "Have it out, in your hand, boldly. Lay it on the buyer's desk. It will be a shocker. Watch him!"

Breaking the Big News

What happened, according to Mr. Williams, was this: Buyers and prospective buyers, sighting those two awful words, came to point like a pointer or to a set like a setter, take your choice, and dived in like someone smelling something slightly risqué. Then, as they turned the pages, facts and statements turned up in sequence starting like this:

PAGE 1: IT'S NOT MOM! American women, bless 'em, spend a lot of time (and a lot of money) to make sure they smell sweet.

PAGE 2: IT'S NOT POP! American men no longer think it's "sissy" to smell good. In fact, they're just as anxious as the ladies not to offend their neighbor's nose.

PAGE 3: AND IT'S NOT THE KIDS! Even if the small fry wanted to go around smelling bad they'd have rough going with Mom on the job.

From then on the booklet goes into the story of the fight of Americans to keep sweet; how they spend \$150,000,000 a year for deodorants; how they use special soaps and underarm deodorants; how they use a variety of mouthwash deodorants and, finally, how they have grabbed eagerly for the chlorophyll products.

This is a page out of the chlorophyll story:

"Already, in less than a year, 30 brands of chlorophyll deodorants have hit the market. And they're all doing a booming business!"

Then, this:

"But, millions of American families still have a 'STINKER' in the house!"

Continuing copy, page by page, reads:

"And it's no wonder. Just imagine, for example, how your own breath would smell if you never brushed your teeth! Well, how many dogs do you know that can brush their teeth? Or bathe with deodorant soap? Or chew chlorophyll gum?"

"American dog owners spend tens of millions of dollars on their dogs but nary a cent on their dogs' scent! Why not? Because up to now there has been no easy answer; no sure cure for dog odors!"

"Now there is! And it's the best news for dog owners since *dogs!*"

"We haven't told the dogs yet. First we wanted conclusive evidence: (1) that chlorophyllin really ended dog odors; (2) that chlorophyllin was absolutely harmless to dogs; (3) that chlorophyllin did not in any way lessen the high nutritional value or appetite appeal. This called for exhaustive feeding tests."

Following this came a series of pages bearing the testimony of dog owners who had participated in the tests, and reports from laboratories and veterinaries who had been employed in the testing. After that buyers were told that the public had not yet been informed of this advance in the manufacture of dog foods and that, "It will come to them like a bolt from the blue!"

Before the announcement could be made, however, the old stock in the stores and in the pipe lines of trade, had to be dissipated. Management knew that when dog food with chlorophyllin added was offered, any stocks that did not contain it would be obsoleted. This was accomplished by restocking, as shelves were cleaned, with chlorophyllin-added stock with nothing on the labels to show the chlorophyllin content. Thus, when salesmen asked that question salesmen always ask under such a circumstance, the answer was: "Forget it, there's no old stock."

As the first step in introducing the chlorophyllin-added dog foods on the Pacific Coast, meetings were held in Los Angeles and San Francisco. Salesmen from all up and down the Coast were called in. The story was told and the presentation offered. This statement, according to Mr. Williams, set them on fire:

"You are now going out to sell the first dog foods in the history of the industry that will rid dogs of dog smell. Every person who owns a dog knows that a dog stinks. Every person who owns a dog is bound to want it. Hit now, quick and hard while you have no competition."

Ken-L-Products executives knew, of course, that competition would be in the field very soon, and it was, but

here was a chance to jump the gun.

"I never saw anything like it," says Jack Williams, sales manager. "I never expect to see anything like it again. Our men swept through entire territories with batting averages of 1,000. When a salesman laid that 'Stink Book' down in front of a buyer he didn't have to say a word. The buyer would start to leaf through the book. Then he'd settle right down to taking in its meaning. And right here is where it did a big job for us. . . ."

"Ken-L-Ration and Ken-L-Biskit were old and long-established products. But Ken-L-Meal was new and had to be introduced. Introducing a third and similar item in an established line is usually a slow and tiresome process. It takes more work than most sales organizations welcome. "Here's what happened: In just about 100 times in every 100 calls by a salesman the buyer, be he a jobber, chain store buyer or independent, would take all three without the quiver of an eyelid. It was the same with feed dealers and pet shop operators. The introduction of Ken-L-Meal which, under ordinary circumstances, might take years was completed practically 100% in four months, which was about as fast as the job could be handled out of our factories."

Radio, Newspapers in Test

Advertising announcing the addition of chlorophyllin to the three Ken-L-Products dog foods was held up until the introductory campaign on the Pacific Coast was under way and then was confined to newspaper and radio announcements in that area: But a press conference was held in San Francisco. The idea was to tell the story first to the newspapers published up and down the Pacific Coast, and later to New York writers.

Within 24 hours, however, the company's management was amazed at what had happened. Wire services feeding news to the newspapers everywhere, recognizing that when you find a way to de-smell dogs by the millions it is news, flashed the story across the nation—and they were not backward about mentioning who was doing it. Ken-L-Products got more free publicity in a single day than management believed could ever be gotten in a lifetime.

Because it was news that interested practically everyone, this sudden flash of publicity did not die down. Nationally circulated magazines picked up the story and played it. Columnists, always funny fellows—at least



NEWSPAPER ADS in Tucson and Casa Grande played-up products backed by the Guaranty Seal.

WINDOWS IN ALL 8 STORES were devoted to displays of guaranteed brands spotlighting the Guaranty Seal.



INTERIOR DISPLAYS IN ALL STORES featured Seal products with mounted reprints of GOOD HOUSEKEEPING ads.



How Good Housekeeping sold goods for a drug chain

Recently, Martin Drug Company staged an all-out promotion of GOOD HOUSEKEEPING guaranteed products in its eight Rexall stores in Tucson and Casa Grande, Arizona. Because the promotion proved so successful, the firm hopes to make it an annual event!

RESULTS: Mr. C. A. Abbott, Advg. Mgr., Martin Drug Co., writes: "The results were very good . . . it was amazing, in checking through Good Housekeeping Magazine, to find the tremendous amount of advertising support being given our products. Hope we can work out such a promotion as an annual event."



proof again

GOOD HOUSEKEEPING sells goods

35¢ per copy

THE HOMEMAKERS' BUREAU OF STANDARDS
57th Street at 8th Avenue, New York 19, N. Y.

9,971,000 readership

Women know, the product that has it, earns it.

in their own eyes—picked the idea up and batted it around for laughs. Editorial writers, heavier thinkers, pondered and mused over what it all meant. It was mentioned even on radio and television. And all “for free.”

Customers poured into the stores and shops asking for “that stuff that makes dogs smell like sweet violets and lavender.”

Nobody had played with the idea of attar-of-rose-dogs around Ken-L-Products but, as Sales Manager Williams says, “The thought was fun

and it didn't hurt us a bit.”

Reader's Digest in August 1950 had printed a scientific article which told in popular vein how treating foul-smelling wounds in hospitals with chlorophyll had eliminated stench; how some twelve college girls, all embarrassed by B.O. in spite of frequent bathing, eliminated bad odors by taking chlorophyll pills.

Serling Laboratories, Inc., ran tests continuing over a period of many months to determine the effect of chlorophyll on dogs and other small animals when it was fed to them. Dr. F. Howard Wescott, another research specialist, experimented with chlorophyll, feeding it to mice and guinea pigs. His purpose was to find if it was harmful in any way when fed. In this work he noticed that the old, familiar mouse- and guinea-pig odors had vanished from his cages.

In this way, and seemingly in continuous action, many forces developed all at once to let everyone know that chlorophyll was the substance that, if properly used, could remove a lot of the accustomed stink from the world. In the first week after the publicity broke in San Francisco the company received more than 600 telephone calls asking: “Where can we buy it?” To many it was known only as “that green stuff.”

Veterinary Medicine, a magazine published in the interest of the veterinary profession, publishing a report on his studies written by Dr. Maurice E. Serling, D. V. M., reported his conclusions as follows:

“1. Chlorophyll fractions, given orally, 100 mg. per 25 lb. of body weight, aid in eliminating most objectionable body and mouth odors in dogs within 18 to 24 hours.

“2. In proper dosages, chlorophyll fractions are non-toxic, well tolerated and apparently do not affect normal digestive activities.

“3. Chlorophyll fractions appar-

ently act as a catalyst in neutralizing malodorous substances of neutral, acid, or base reactions.

“4. Chlorophyll fractions are useful adjuncts in the control of body and mouth odors of animals. They serve a practicable purpose in eliminating malodorous substances until the cause of the problem can be determined and corrected.”

Ken-L-Ration Products Division of The Quaker Oats Co., considering its own interests, naturally was not backward about calling attention of jobbers and wholesalers handling dog foods, chain buyers and independent dealers, to all this.

“With all these factors working for us,” says Mr. Williams, “the job of establishing our three brands of dog foods, all with chlorophyllin added, was like shooting fish in a barrel. When we unveiled the story, our salesmen were dumbfounded.”

The Market Widens

“Other things began to happen. One was that thousands of dog owners who had never bought prepared dog foods in their lives, began to buy our goods just to eliminate disturbing smells coming from their pets. We had never sold our dog foods in Canada. Inquiries from north of the border were such that we decided to attack the Ontario and Toronto markets. Jobbers, wholesalers and chains almost at once took our line on 100%.

“I've been around quite a while and I've seen many new products introduced but I never in my life knew anything that got general distribution and general acceptance with the speed of this. I doubt if I will ever see it duplicated with any other item. Basically, the whole campaign simmered down to two simple facts: (a) Every dog owner in the world knows that his dog stinks; (b) when we told our sales channels that our foods would take the stink out of dogs, they visioned every dog owner clamoring for them. They were just about as right as a buyer can get.”

Out of deference to the “home front,” parlor manners being considered a must, the Ken-L-Products management conceded that it would be nice to eliminate the word that went over so joyously with the buyers for the wholesale, chain and independent houses. Just conservatism and caution against offending, you know. Generally, the catch line in newspaper and magazine advertising has been: “Goodbye Forever to Dog Odors.” That's cleaning up a smelly subject, at least slightly.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES
Owners and operators of
Station WHAS and Station WHAS TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Another "STANDOUT" by KLEEN-STIK
the moistureless, self-sticking adhesive

- "Flanges"—KLEEN-STIK's newest P.O.P. sensation!
- Opens up new vertical space not used by other displays!
- Positioned at right angle to traffic—more attention value at eye level!
- Easy to put up—sticks tight—stays put!
- Millions already working for leading P.O.P. advertisers!

Available from any printer or lithographer



KLEEN-STIK Products, Inc.
225 N. MICHIGAN AVE. • CHICAGO 1, ILL.
Write TODAY for your KLEEN-STIK "Idea Kit"—FREE!

RHEEMCOTE

lithographed 55-gallon drums
now lead the **D-X** package parade



Long a familiar symbol on smaller containers, the D-X trademark is now displayed with new effectiveness on 55-gallon Rheemcote drums. Lithographed in black, red and cream, these large containers bring family identification to the Mid-Continent Petroleum Corporation's entire container line.

Your trademark and products, too, can be presented dramatically on Rheemcote containers. The result will be a prestige-building, sales-building impression on new and prospective purchasers.

Rheemcote containers can be lithographed in any design, including halftones, and in any number of colors. The high gloss finish is tough, long-lasting. Interiors can be roller-coated with special protective lacquers if required. For complete information on this powerful new advertising medium, write RHEEM.

*Sell as you Ship
with
Rheemcote
drums!*



**WORLD'S LARGEST MANUFACTURER
OF STEEL SHIPPING CONTAINERS**

RHEEM MANUFACTURING COMPANY • General Sales Offices, 570 Lexington Avenue, New York 22, N. Y.
Manufacturing Plants in 22 Cities Around the World — PLANTS AND OFFICES: BURLINGTON, LINDEN, NEW JERSEY • CHICAGO, ILL.
HOUSTON, TEXAS • NEW ORLEANS, LA • NEW YORK, N. Y. • NEWARK, RICHMOND, SAN FRANCISCO, SAN PABLO, SOUTH GATE, CALIF. • SPARROWS POINT, MD.
FOREIGN PLANTS: BRISBANE, FREMANTLE, MELBOURNE, SYDNEY, AUSTRALIA • BRISTOL, UNITED KINGDOM • BUENOS AIRES, ARGENTINA • HAMILTON
ONTARIO • LIMA, PERU • RIO DE JANEIRO, BRAZIL • MILAN, ITALY • SINGAPORE

© 1952 RHEEM MFG CO

FORT WAYNE
and Metropolitan
Allen County

1st in the State
2nd in the Nation
... In Family Buying Power

Indiana's
"Golden Zone"
Market

Write for new 1952 Edition "GOLDEN ZONE" Market Book

Fort Wayne has the ability to buy ... Among all the 162 Metropolitan County Areas in the U.S. Fort Wayne ranks 2nd highest in ... E. B. I. per family — \$6,875 (Sales Management). Merchandising Co-operation — including Monthly Grocery Inventory.

**The News-Sentinel
The Journal-Gazette**
Fort Wayne, Indiana
Represented by Allen-Klapp Co.



**SHOW YOUR
WARES ...
WHERE IT
COUNTS**

"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

Think this is a silly way to sell a newspaper? Well let's see—The illustration's the lure—The caption's the bait—and here's the hook ... Put the TIMES on your schedule — You'll find it's a darn good newspaper (in fact the only one) read by practically everybody in BAYONNE.

THE BAYONNE TIMES
BAYONNE, NEW JERSEY
NATIONALLY REPRESENTED BY BOGNER & MARTIN

SPECIAL DIVIDEND DECLARED*

If you advertised last year in the RICHMOND (Calif.) INDEPENDENT ... You probably have an Earned Merchandising Credit! *Why not find out?

Contact Win Smith Advt. Mgr.

Did Your Annual Report Merit an "Oscar?"

1,658 firms have just been cited by *Financial World* for their "modern" reports to stockholders. Each winner scored high on four basic points. How would you rate your report?

Striking evidence of progress in format and content of annual reports is presented in the set of 1,658 reports (out of 5,000 examined) rated as "Modern" and as deserving of "Merit Awards" by *Financial World* in its twelfth yearly survey of such reports. The 1,658, cream of the 1951 crop, were exhibited at a preview on June 27.

These award winners are, generally speaking, readable, yet meaty; with statistics sugar-coated through charts, diagrams, picture-graphs and other illustrative techniques, many of them in color. Covers are attractive and colorful and, in some cases, arresting, comparing favorably with newsstand publication covers. Typographical standards are high.

Few Backsliders

Twelve years of study of annual reports have given the publishers of *Financial World* a backlog of critical judgment for approaching this subject. In 1940 only 16 out of 5,000 reports studied were deemed worthy of the rating "Modern." Of the 1945 reports, 581, or 11% of the 5,000 studied, were rated "Modern." The percentage shot up to 30.4% for 1950 reports, and this past year's 1,658, or 33.2% of the whole, was the highest on record. The good showing was especially notable, because it had been predicted that the decline in working capital position (arising chiefly from high taxes) might induce many companies to forego showing comparative statements (for two years, or longer periods). A number did backslide, says *FW*: 141 which won "Merit Awards" for their 1950 reports did not qualify in 1951. But this loss was offset by the 278 who advanced to the "Merit" class through the excellence of their 1951 reports.

Weston Smith, executive vice-president of *FW*, has compiled some statistics growing out of his yearly studies of annual reports, which are given in the magazine's July 2nd

issue. Take size, for instance. Letter-size (8½ x 11) is most popular, 1,006, or 60.7% of this year's Merit Award winners having these dimensions. In 1947 only 48.9% were this size.

Maps are being more extensively used too—in 38.6% of the Merit Award reports for 1951, as against 18.2% for the 1948 group.

Samples and swatches are being used to some extent, especially by fabric houses. Other original touches: Ohio Match Company's cover simulated an oversize matchbook. Bristol-Myers Co. enclosed a return envelope for soil samples it solicited from readers.

It is apparent that annual reports are being distributed through far more channels than in the past. Some firms use large-space copy offering to send their statements to anyone requesting them.

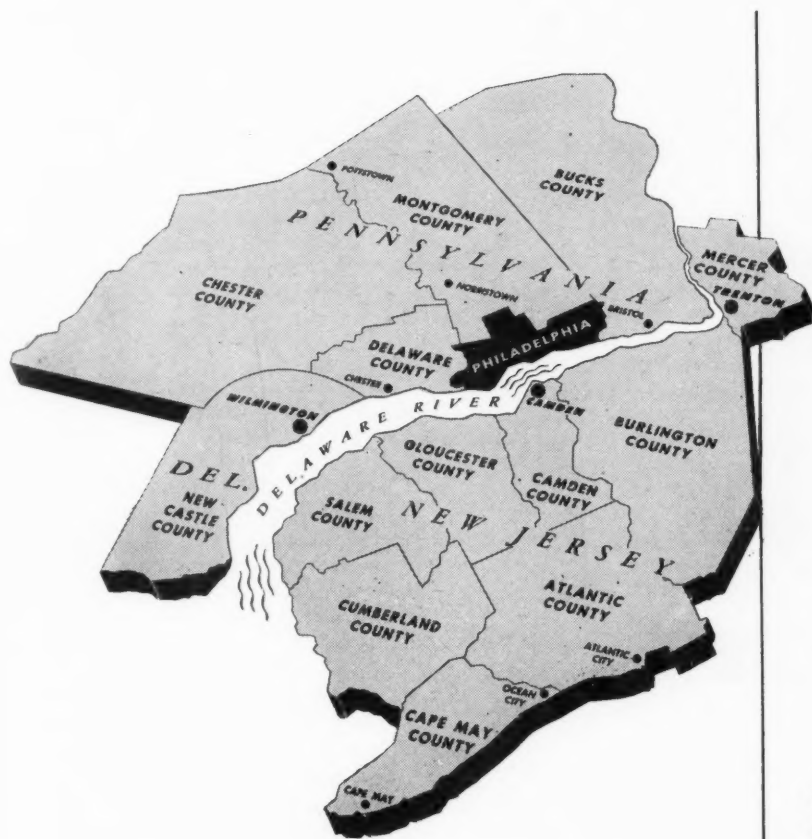
What are the requirements for a good (or "modern," as *FW* puts it) annual report? According to Weston Smith, screening starts with the four main features of the report: an adequate financial statement; a good president's letter or message; narrative or text describing company activities, accomplishments and business program; use of charts, graphs and illustrations to serve as an aid in making contents clear and understandable.

Need Comparisons

Other desirable characteristics: Cover design which includes a photograph or illustration indicative of the company and its field of activity. ... A highlight summary page of statistics clearly presented ... Table of contents ... Information concerning the people who make up the company's management and board of directors ... A complete financial statement for two years, comparative statistics going back at least 10 years ... A report on company employee relations ... High quality printing, typography and format.

The Philadelphia Inquirer

constructively serving the World's Greatest Industrial Area—



DELAWARE VALLEY, U.S.A.

—the Greater Philadelphia Market

Now in its 19th
Consecutive Year of Total
Advertising Leadership
in Philadelphia!



The Philadelphia Inquirer

Constructively Serving
the World's Greatest Industrial Area

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., Empire State Bldg., N.Y.C., Longacre 5-5232; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

JULY 15, 1952

When Your Line Is Short And You Have Big Name Competitors

... you still can grow and prosper without cut prices or spectacular promotions. But you do have to persuade your prospects you offer a "plus." Perfection does it this way.

**Based on an interview with SAMUEL R. WOLFF,
Sales Manager, Perfection Gear Co.**

Perfection Gear Co., Harvey, Ill., sells a product that the end user seldom if ever sees. Chances are that he has never heard of Perfection Gear. If he does know of it, the guess might be that he would be surprised to know he has purchased one of its products. This company specializes in a very limited number of spare parts for motor cars. They are timing gears, timing chains, flywheel gears, clutch plates, transmission gears, sprocket gears, clutch throwout bearings and sleeves and a few others.

When one of these parts fails in a car, the owner takes the car to a repair man. After telling the repair man to fix it, he shows no other interest or concern. He expects a good

job to be done, and that is all.

So how, you may ask, does the Perfection Gear Co. go about its selling job? Twenty-eight years ago its entire staff, machinists, office workers and salesmen added up to 20 people. Today no fewer than 665 are on the payroll. The factory covers more than 250,000 square feet. The field is intensely competitive.

"Our problem is one that can be easily understood," says Samuel R. Wolff, sales manager. "Ford, General Motors, Chrysler and all other automobile manufacturers get a large part of their incomes from the parts business. Parts wear out, break down, get cracked up in accidents and, for one reason or another, fail.

These makers continuously advertise in magazines and newspapers, on radio or TV, by direct mail and poster boards, or any way they can do it, clamoring always to 'use parts made by the original manufacturer.'

"All we have to do is to sell our parts for installation in place of theirs. We make no price concessions, which makes the job harder. Authorized agencies of car manufacturers are, of course, tied up. We have to turn to the independent jobber and the independent repair man.

"There are in the United States and Canada about 6,500 independent jobbers and of these maybe 3,500 carry a complete line of replacement parts. We sell most of our products to some 1,100 or 1,200 of these. The jobber puts the items on his shelf to be sold to the repair man."

Now, as Mr. Wolff goes on to explain, there are approximately 90,000 repair shops keeping our cars running. They range all the way from the one-man setup to the very substantial organization which may employ from 50 to 100 men . . . all independent of car factory agencies.

To support jobbers and to have parts always available, Perfection Gear maintains 20 branch warehouses at such strategic points as Boston, New York, Pittsburgh, Cleveland, Detroit, Dallas, Los Angeles, San Francisco, Portland, Seattle and Minneapolis, to name a few.

Availability always has been an important tool. It was through availability that the company got its start, and that is quite a story. Years ago automobile manufacturers pulled a Rip Van Winkle. They slept for years on their gold mine. Concentrating on new cars, they let a large slice of the repair parts business get away from them. It worked out, according to Mr. Wolff, in this way:

"Automobile agencies and dealers in those early years were negligent in stocking spare parts. When a car broke down it was the practice to wire the factory for a new part. In a week or 10 days, perhaps, depending on distance from the plant, the part would arrive. After that the car would be repaired.

"We figured out that if our parts were instantly available everywhere, we would get the business. The trick, of course, was to get the widest distribution possible; to have our parts



"Somewhere along the line you make the switch from 'potential executive' to 'fixture'—that's what you've got to avoid."

There's **GOLD** in that Package...
It **DOUBLED** sales!

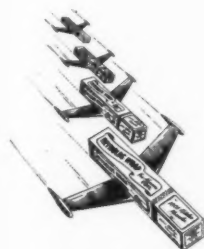


The Mayfair Packing Company's new Saratoga Prunes package gleams with gold-finished Reynolds Aluminum Foil. And it proved to be golden in results. Sales started to climb from the day the package appeared on store shelves... soon doubled!

And sales *stay* right up there. Because this foil package has more than the brilliant eye-appeal that attracts first-time buyers. It provides superior protection against both moisture and damaging light rays. It keeps dried fruits luscious and tender as nothing else can. *So people keep coming back for them.* Repeat sales!

Only aluminum foil combines the greatest protection with the greatest eye-appeal. No other material has solved so many packaging problems so successfully and economically. The list is long and ever-growing: cookies, cereals, dehydrated foods, candy, chewing gum, butter, cheese, margarine, cleansers.

Find out what Reynolds Aluminum Foil can do for your product. Consult your nearest Reynolds Sales Office or write to **Reynolds Metals Company**, General Sales Office, Louisville 1, Kentucky.



Return Flight
as Guaranteed!



Pioneers of Progress in
Aluminum Foil Packaging

REYNOLDS ALUMINUM

JULY 15, 1952



FAMILY GROWTH in the Buffalo Metropolitan area is 24% in ten years. Employment growth is 30%. Your sales in this growing market will grow too, when you use the Courier-Express to tell your story to the families with the most money to spend.

COLOR for ADDED POWER
Full ROP color weekdays
— to give your message
still greater impact in this
powerful newspaper.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT

FACTS ABOUT MARKETING RESEARCH

You need facts to operate your business and it's vitally important that you know what a market research organization can do for you in gathering those facts and whether or not it is qualified to do the job for you.

Gould, Gleiss & Benn, one of America's largest, most efficient market research firms, has prepared a brochure, "A New Concept in Marketing Research," that will show you why Gould, Gleiss & Benn is qualified to get the facts you need to act on . . . the facts you need to plan intelligently your marketing strategy.

Such points as Gould, Gleiss & Benn's key personnel, their facilities and methods of control are discussed in this 4-page brochure. Also included is a partial list of Gould, Gleiss and Benn's clients and typical questions to which Gould, Gleiss & Benn market research has supplied accurate and profitable answers.

You may have a copy at no charge, by writing Gould, Gleiss & Benn, Inc. Also available **FREE** are brochures on "The Store Audit," and "The Test Market."

GOULD, GLEISS & BENN, INC.

CHICAGO 10

ATLANTA 5

HOUSTON 2

FORT WAYNE 3

17 West Ontario, SUperior 7-9168

1734 Candler Building, Main 4673

1213 Capitol Avenue, Preston 8337

2015 So. Harrison, Harrison 8674

Marketing Consultants • Market Research • Sales Analysis • Sales Planning

on the spot when the need arose. That was where an industrial sales job bobbed up and, take it from me, it was a honey. It took quite a while to do it and we are still working at it."

Getting parts stocked in the proper channels is a step-by-step process. First, Perfection Gear has had to increase the acceptance of its products on the part of the jobber. It had to do this without offering a price advantage. Second, it had to convince the independent repair man that the parts the company was making are as good or better than he could get from the car manufacturer. Third, most of this convincing had to be stepped down through the independent jobber.

Perfection Gear Co. got its start back in the days when the original car manufacturers were napping. Its business grew because it made it a point to have parts readily available at a moment's notice. It has kept its early lead and has maintained it by sticking continuously to this idea.

The Salesmen's Tools

Tools used to carry on this program are:

1. *Business papers:* Advertising and promotion used in business papers are institutional in nature. Smash promotions never have been favored. It is the feeling of management that slow and steady growth is preferred to periods of mushrooming followed by subsequent letdowns. The basic idea behind the company's business paper advertising is to establish the company's trade named products in the minds of independent automotive jobbers and repair men.

2. *Direct Mail:* Direct mail of conservative nature has been used consistently down through the years. One outstanding piece is a Transmission Repair Manual. This gives, in illustrated form with photographs and drawings, all information repair men might need to properly repair and install any sort of gear or transmission part. This service information covers every well known car manufactured in the United States. Postal cards and small, four-page envelope stuffers, each with a message, are also used consistently and liberally.

"Get the independent repair man to depend on the independent jobber, and get the independent jobber to depend on use of our products, then we have a business," says Mr. Wolf.

How to get the ultimate consumer to use more Perfection Gear products?

Obviously, the company cannot promote more breakdowns. It would be unthinkable to publicize the advantages of highway crashes, or running transmissions dry, or stripping gears. Yet these, and similar problems, are the backbone of the repair parts business.

Once upon a time, to use a fairy tale start right here, some brass hat with Perfection Gear thought it would be smart to adopt the "appliance technique" and put on a high pressure drive to sell more parts. The company tried it and it worked. It worked too well. It upset everything. Company stocks of certain items were completely sold out. Shelves and bins bare, emergency orders could not be filled. It became a nightmare.

It took months, Mr. Wolff ruefully remembers, to get the business back on an even keel and start an orderly flow of merchandise. Never again, he says. Better by far to work with the repair man, help him to do a good repair job with the least possible time and trouble. Saving time and trouble means that the repair man can make more repairs in less time and so increase profits. Profit, as Mr. Wolff observes, is the world's best good will builder.

Two little tricks, and valuable ones too, enter the story here:

1. Show the repair man how he can get more business. Convince him that Perfection Gear items are the ones to use. Then, automatically, he turns to the jobber handling Perfection Gear parts as his supplier.

2. Work from the jobber's end to show him how to sell to the repair man. Show him how to convince the repair man that Perfection Gears are the parts to use. Get them to working this way and it is a honeymoon.

Tackling the Service Problem

Perfection Gear has been working steadily for more than a quarter of a century to bring these simple ideas to a climax. There are salesmen in the employ of the company who can remember well how repair men used to work; how, when they disassembled a transmission for example, they would lay every part out on a bench and hope.

They hoped that when they re-assembled the thing every part would mesh and that none would be left over to worry about. Sometimes they did the job right and sometimes they didn't. It was all a bit chancy.

Today any fair mechanic who can read, if he will use the Perfection Transmission Repair Manual, can

follow through and do a good journeyman job by following the directions and watching the drawings of cutout assemblies and numbered parts. They lay 'em out on paper these days instead of on cluttered, dirty work tables.

This manual goes a long way beyond the mere directions for installing new parts. Take, for example, the section called, "Service Information for Hydra-Matic Transmissions." Here are carefully worked out subsections under such headings as: Checking Oil Level, Fluid Leaks, Torus Cover Leaks, Points to Check When Inspecting for Leaks, Testing for Noises, Rear Planetary, Front Planetary, Reverse Planetary, Rear Oil Pump, and Rear Servo Check Valve.

Seeking New Customers

After that the manual gets right down to individual cases. It illustrates and describes the Chrysler, DeSoto, Dodge fluid drives and clutches, the Buick Torque converter and so on straight through the line of cars to be served in any American repair shop.

Inasmuch as it wouldn't be according to Hoyle to try to create new business for the repair man other than to influence the existing business to come in, increase of Perfection Gear business must come mainly from creating new accounts; add more jobbers and more repair outfits to the list of company customers.

Emotional or sentimental advertising, in this field, does no good. The company never can have a singing commercial on television with a beautiful doll intoning:

"Use our wonderful gears, my dears, "Dry your tears, stop your fears

"Use these pretty Perfection Gears."

Neither can it use the chlorophyll treatment, push vitamins or advise, "if your teeth come out try ours, they mesh." Patent medicine type ballyhoo is tabu. Letters which talk business are mailed out regularly, usually spaced a month apart.

"The main purpose of keeping a series of such letters going out at intervals of approximately one month has been to give support to field representatives who make it a point to call on all listed prospects once every three or four months," says Mr. Wolff. "This, we feel, makes it just a little easier for the representative. Competition is keen in our field and our salesmen are glad to get any help they can.

"We believe that the fact that

No. 1 in a Series

Think of it!

50,000,000

MILES

DOOR TO DOOR

Yes Sir . . .
The experience of 50,000,000 moving miles by National Van Lines, Inc. is at your service.

Too . . .
The new National equipment is the finest in the industry. Those who use National are satisfied—thousands of testimonials are available.

Use . . .
National—direct Van Service throughout the 48 states. For the best moving service, contact your nearest National office or agent—refer to the yellow pages in your telephone book.

NATION WIDE AGENCY ORGANIZATION

SAN FRANCISCO NATION WIDE NEW YORK

NATIONAL VAN LINES, INC.

SACRAMENTO WASHINGTON, D.C.
LOS ANGELES DALLAS

Exec. Offices: 2341 Irving Park Road, Chicago, Ill.

SELL ILLINOIS'

7th LARGEST MARKET

(CHICAGO EXCLUDED)

BLOOMINGTON

and the Great PLUS MARKET

Home of
ILLINOIS'
2nd

**LARGEST
EVENING
NEWSPAPER**

(CHICAGO EXCLUDED)

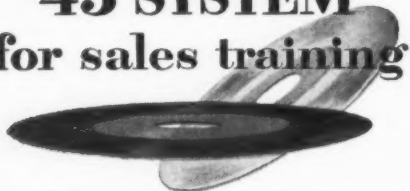
The
Pantaqraph

BLOOMINGTON, ILLINOIS

Central Illinois Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

NOW the RCA VICTOR "45" SYSTEM for sales training



Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

Ask us, too, about "45's" successful direct-selling applications—ideal for special, on-the-spot promotion stunts.

Contact your nearest RCA Victor Custom Record office today!

630 Fifth Avenue
Dept. S-70, NEW YORK 20
JUdson 2-5011

445 North Lake Shore Drive
Dept. S-70, CHICAGO 11
WHitehall 4-3215

1016 North Sycamore Avenue
Dept. S-70, HOLLYWOOD 38
Hillside 5171

**custom
record
sales** 

RADIO CORPORATION OF AMERICA
RCA VICTOR DIVISION

NATION-WIDE FIELD SERVICE USEFUL TO ADVERTISERS AND EDITORS

Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

these letters are going out regularly is of considerable help to the morale of our men. Possibly the letters tend to get the salesmen to make more calls. If we forget the prospect, why shouldn't they? We are pretty sure they might feel that way about it and so, knowing that we write the prospect at spaced intervals has its psychological effect on the salesman. He feels bound to get around, too."

The Perfection Gear Co. started with a single product. This was a silent timing gear made of Bakelite. As time passed one new product would be added and then another. And here again management has had a fixed policy. It never has introduced a part because someone "thought" it might sell. Whenever a new item has been considered for the line a thorough questioning of a large slice of jobbers and repair men has been undertaken.

On a number of occasions items management believed had excellent promise have been dropped cold when this research indicated that the market was not ready to accept them, at least in quantities sufficient to make them profitable. In other words, when Perfection Gear pioneers a product it wants to have it an item of considered value and promise from the outset.

The qualifying question (to the jobber) in this research is:

"If we manufacture this part, will it help you to increase your business? Will it help increase your service possibilities?"

Long Range and Low Pressure

It is this thinking of "the other fellow," according to Mr. Wolff, that has paid off down through the years in a consistent, if not a flashy, manner. He adds: "Never a big splurge in our promotions. Never patent medicine man techniques for building quick business. We prefer dogged determination, what has been called stick-to-itiveness. You might say that we work as restaurants do. The restaurant is presumed to have the food cooked, hot and ready when the customer comes in hungry. With us every effort is made to have the part ready and on the spot when the repair job is needed."

What effect has World War II and the Korean "action" had on Perfection Gear's business? Mr. Wolff explains it this way:

The Army gives its men, those in mechanical maintenance service, a sound basic education which specializes in teaching functions. When men come out of the Army they are equip-



PACKAGED FOR MR. FIX-IT: Consumers are building and repairing it themselves these days, and as amateur carpenters they want their building materials in small bites—easy to pay for, easy to carry, no waste. The Forest Fiber Products Co., Forest Grove, Ore., supplies its lumber dealers with "Budget Racks," holding cash-and-carry sizes of Hardboard panels which are ideal to tote home; anybody can drop by after work, pick up the right size for the dog-house roof. These panels are in sizes 12" x 24" to 30" x 48".

ped in a superior manner to carry on functionally in the machine repair field.

Perfection Gear has supplied much of the educational material used to train soldiers and future soldiers in automotive transport maintenance and repairs. This goes for all technical schools, private and military.

It all adds up to the fact that when thousands of men come home from the Armed Services, and some percentage of them take work in the automotive repair field, they will be familiar with Perfection Gear and its functions in the field.

"Our fixed determination to move forward slowly and consolidate each sector as we move, never using fanfare or ballyhoo, never pressing for a flood of orders, has worked out to our satisfaction," Mr. Wolff says. "Figure out for yourself how the automotive repair business has grown in the last 25 years. Then consider this: Our share of that business, in percentage, has increased 600% in that time. Our one drive to load our jobbers' shelves taught us a lesson. In our field, which is industrial, we feel that the turtle is bound to outrun the hare."

UP!

The magazines of the Dell Modern Group—Modern Romances, Modern Screen and Screen Stories—show an 11% gain in advertising revenue for the first 8 months of '52 over '51. This is despite a general trend to the contrary.

We believe there are three of the best reasons in the magazine business for this. They are;

MODERN ROMANCES—more than ever America's youngest married woman audience; more than ever the magazine that delivers the most concentrated market of young homemakers available.

MODERN SCREEN—for the fifth straight year the leading screen magazine on the nation's newsstands; provides a premium market of young women with family income 61% above the national.

SCREEN STORIES—a plus premium market, with family income 55% above the national. With Modern Screen it provides the largest unit of screen magazine circulation in America.



lifting eyebrows of readers

Our readers can't help being pleased — with "bulls-eye" articles of must-read quality for the

Executives and Engineers responsible for Engineered Plant Services.

(This group is mighty potent in buying influence too!)

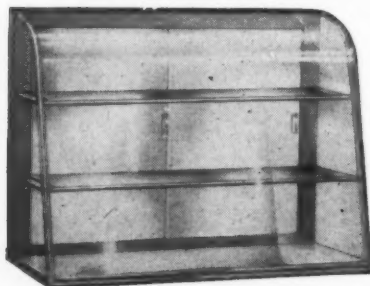
Learn more; write or phone.

**I&P INDUSTRY
and
POWER**
Established 1920
420 Main St., St. Joseph, Mich.

Boost sales with Waddell
POINT OF SALE

Displays

For deals or resale!



Get our price on self-amortizing displays to build dealer sales! We ship standard counter, floor, and wall units from stock; and custom build in quantity to your specifications. Tell us what you sell, type of unit wanted, and how many!

Free warehousing and drop shipments may be arranged.

THE

WADDELL

COMPANY, INC.

Since 1889

Dept. D

Greenfield, Ohio

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

The Detroit Market: A report as established by the fourth quinquennial survey published by *The Detroit News*. The facts assembled are those most frequently requested by advertisers, advertising agencies, distributors, manufacturers and sales organizations. Divided into six sections, it covers: People, Market, Shopping Habits, Newspaper Coverage, Sales Potentials and Supplementary Data. Where material pertinent to the study was available from the U. S. 1950 Census, it has been incorporated. Write to J. Albert, Director, Promotion & Research, *The Detroit News*, Detroit 31, Mich.

American Textile Industries: A 33" x 22" chart prepared by *Textile Industries* magazine which gives figures showing the extent of the United States textile industry. They are based on information obtained in original surveys, analyses of Government reports, and other verified sources. It covers 40 classifications of mills, and figures on the number and kinds of mills are broken down by state. Included is the number of employees. Write to Redfern Hollins, Director of Research and Promotion, *Textile Industries*, 806 Peachtree St., N.E., Atlanta 5, Ga.

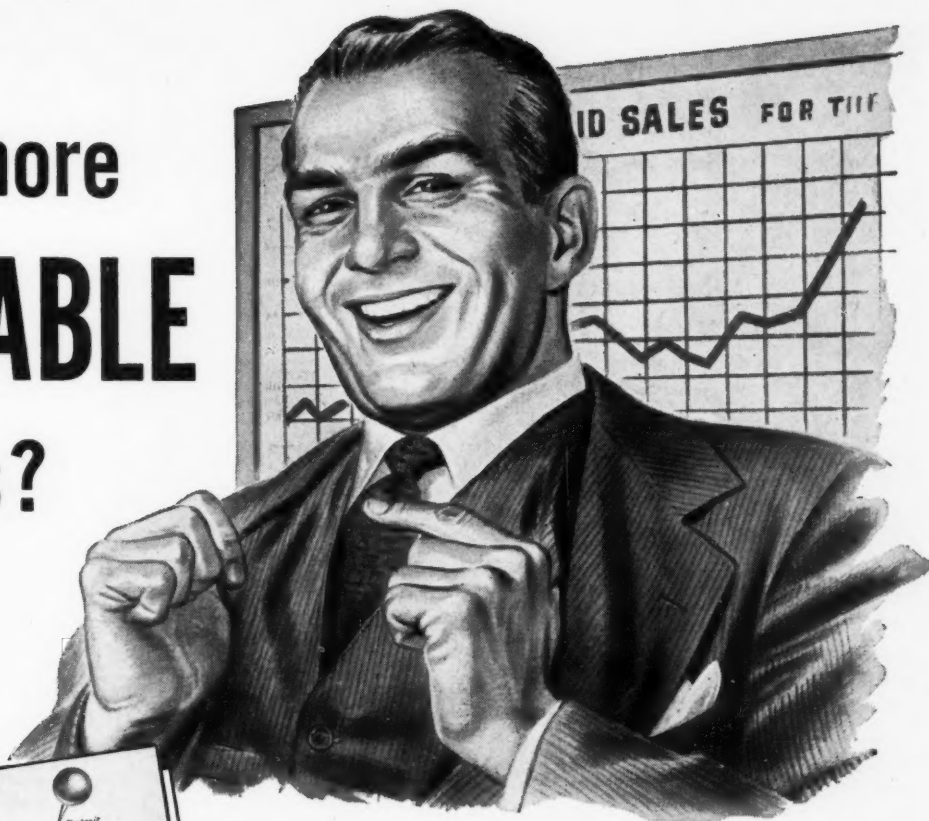
What's Ahead for Hotel Modernization: A report published by the Manufacturer's Service and Research Division of Ahrens Publishing Co., Inc. It details the findings of a four-page survey questionnaire to several thousand hotels having 100 or more guest rooms. Some of the highlights: 189 hotels will spend an average of \$13,511 per hotel for lobby and front office improvement; 213 will spend an average of \$17,500 per hotel for guest room improvements; 94 plan to modernize bathrooms, averaging an expenditure of \$4,760 per hotel; 85 will require kitchen equipment, averaging \$6,118 per hotel; 69

plan dining room and restaurant modernization, averaging \$8,234 per hotel. Equipment and items required by these hotels vary all the way from lamp shades, adding machines, safes and vaults, and paint to carpeting, draperies, soap, shower cabinets, and bar equipment. Write to Pat Pompilio, Promotion Manager, Ahrens Publishing Co., Inc., 71 Vanderbilt Ave., New York 17, N. Y.

Consumer Analysis of the Spokane Market: Sixth comparative report gathered by the Marketing Research Division of R. L. Polk & Co. and sponsored and published by *The Spokesman-Review* and *Spokane Daily Chronicle* as a service to advertisers, manufacturers and distributors. It provides information on product usage, appliance ownership and brand preferences of urban families living in and within a radius of 150 miles of the city of Spokane. To afford background material helpful in evaluating current trends, the 1952 data are supplemented by comparative figures from surveys made in 1951 and 1950. One of the fastest-growing markets in the U. S., its population gain was 28% between 1940 and 1950 Censuses. Write Norman P. Scott, Manager, General Advertising Division, *The Spokesman-Review* and *Spokane Daily Chronicle*, Spokane, Wash.

How to Use Gravure for Mass Selling: Booklet prepared by *Parade*, the Sunday Picture Magazine, to help to clarify the gravure process. It discusses its special qualities and suggests to advertisers ways to use gravure with maximum effect and economy, including copy, type, illustration, dealer listings, rental of gravure negatives, modern machines and methods, and *Parade* production specifications and advantages for advertisers. Write Homer Smith, Sales Promotion Director, *Parade*, 405 Lexington Ave., New York, N. Y.

Want more PROFITABLE Sales?



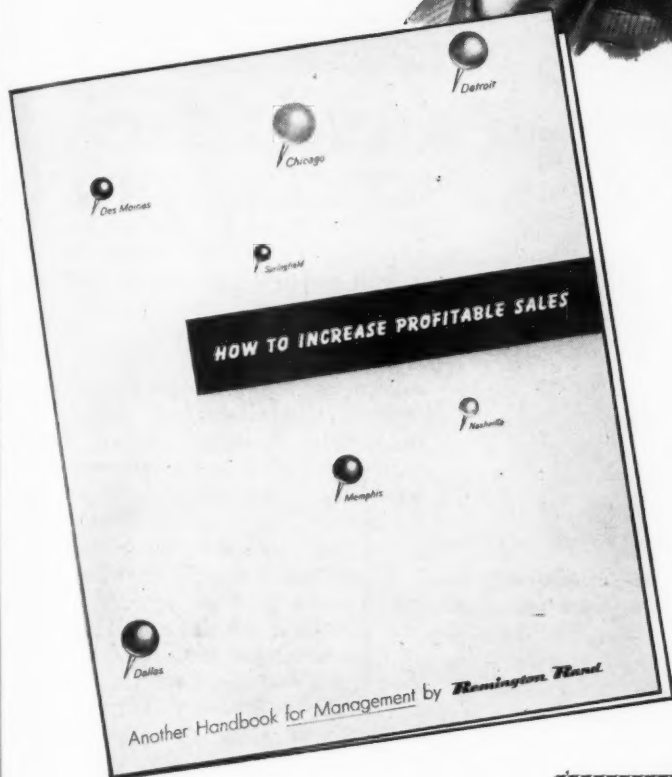
Here's a book that shows how SELECTIVE SELLING pays off

Plenty of smart sales managers are using modern techniques to concentrate on profitable accounts in today's changing market—and this 26-page illustrated booklet shows you how they do it.

In a word, they're the ones who run their business on *facts*...not guesswork. To that end, they make full use of the simplest and best equipment to keep those facts constantly before them, in concise and usable form that concentrates action on the points where action pays off.

This booklet explains not just one, but many proved-in-use sales control systems. You'll see how Kardex Visible Records give you a constant, up-to-date sales picture. How Punched-Card Machines, in your office or in ours, compile totals and prepare printed reports with machine speed and accuracy. How Sched-U-Graph provides a jumbo-size, graphic picture of sales performance by branch, salesman and/or product.

In short, here's a book you will *use*.



**SEND THE COUPON TODAY
FOR YOUR FREE COPY.**

Remington Rand

Management Controls Reference Library, Room 1248, 315 Fourth Ave., New York 10

Gentlemen: Kindly send me my FREE copy of your booklet KD524.

Name _____ Title _____

Firm _____

Address _____

City _____ Zone _____ State _____



30-YEAR DREAM: Ken G. Hewitt, Kimble Glass' containers and accessories sales manager, found resistance evaporated when his firm came out with a package which . . .



DOES SOMETHING FOR THE PRODUCT: The new tube with the polyethylene stopper retains a cigar's freshness, eliminates humidor, allows top-counter display.

Hit of the Year: Cigar in the Glass Tube

The tobacco industry needed a new idea to re-interest men in cigar smoking . . . Kimble Glass had unyielding faith in its revolutionary packaging idea . . . and when both got together in 1951 they began to make tobacco sales history.

After years of looking lightly on the glass tube as a container for cigars, the manufacturers of several popular, better-price brands now regard it as a perfect miniature showcase for their newest and fanciest products.

In 1951 they used more than 5,000,000 of them as packages for cigars selling anywhere from 25 cents to a dollar each, which means that cigars in glass produced an over-the-counter business ranging from \$1,250,000 to nearly \$5,000,000 in one year.

Several factors brought about the change in heart among the tobacco men. One was the undying faith in the package held by Kimble Glass, division of Owens-Illinois Glass Co., Toledo, principal suppliers of the tube for more than 30 years. When, not long ago, it improved the container with a polyethylene or plastic stopper that makes it moisture-proof and keeps the cigar factory fresh, Kimble knew that it had turned the greatest weakness of the package into its strongest selling point.

Tests show that cigars sealed in the individual glass containers remain in perfect condition for 12 to 15 months afterward. It may be too soon to say but some users claim that this is nowhere near the limit of the container's airtight performance.

Still another reason for the tobacco men's turnabout was a new market development which seven of the companies were well aware of when they turned to the glass package. They realized that times had changed to the extent that cigar smokers, along with most people in the country, have more money to spend and will pay for the better-price cigars that come in a distinctive package.

These companies, all of whom can claim some part in pioneering the new container are the American Cigarette and Cigar Co., subsidiary of American Tobacco Co.; Cuesta Rey & Co.; G. H. P. Cigar Co.; Gradiatz-Annis & Co.; La Primadora Cigar Corp.; Partagas & Co., and The Puerto Rico Tobacco Corp.

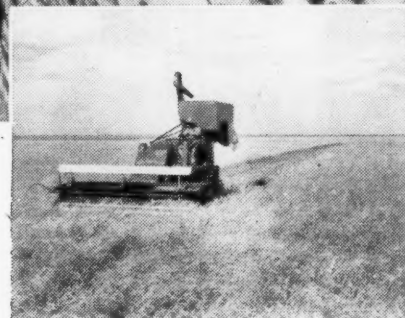
When its affiliate, The Havana Cigar and Tobacco Factories, Ltd., produced a new size in its famous La Corona line called Cristales, designed to sell 3 for \$1, the American Cigarette and Cigar Co. had the job of finding a distinctive package with which to introduce it to the market in the pre-Christmas days of 1951. It was aware of the glass package but remained undecided until the new market facts prompted action. After approving the glass package it delayed long enough to get a red polyethylene



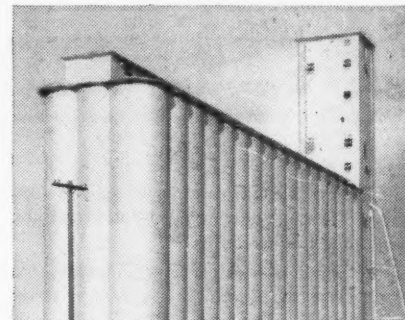
MORE THAN A HALF-BILLION DOLLAR CASH CROP!

By the time you read this magazine — if present forecasts are correct — the second largest wheat crop in Kansas' history will have been harvested. By that time millions of acres will have been harvested, and the great flood of grain will have filled farm granaries, the country elevators and the huge terminal facilities.

The 1952 crop from Kansas alone constitutes more than one quarter of all the winter wheat grown in the country.



The 1952 crop could not have been handled so easily without thousands of combines, many of them self-propelled like picture above.



Prairie Skyscrapers — the towering terminal elevators in the larger cities are bulging with Kansas wheat ready to be shipped out later to the flour mills.



This year's crop is so big, that there's a chance some wheat may have to be piled on the ground as pictured above. Surprisingly, very little grain is damaged under ordinary weather conditions.

THE WINTER WHEAT CROP

in leading states — based on the Dept. of Agriculture estimates as of June 1.

KANSAS	283,764,000 bu.
Nebraska	108,000,000 bu.
Oklahoma	90,132,000 bu.
Colorado	72,960,000 bu.
Washington	71,514,000 bu.
Ohio	50,853,000 bu.
Illinois	43,358,000 bu.
Texas	41,532,000 bu.
Montana	38,564,000 bu.
Michigan	38,186,000 bu.

TOTAL U.S. Yield..1,060,298,000 bu.

THERE'S A HARVEST AHEAD FOR MANUFACTURERS, TOO!

Of course, this great boost in cash income is going to be felt everywhere. Imagine what it means to the state's already high economic status when the farmers' spending power is increased by more than one-half billion dollars!

KANSAS FARMER CAN HELP YOU SELL this tremendous market!

All through the year, Kansans turn to Kansas Farmer for local, detailed information that helps them grow bigger, richer crops. And when it comes time to buy, your advertisement next to these trusted columns wins you the same friendly attention and support. Put Kansas Farmer on your schedule now — and sell this rich cash market.

KANSAS FARMER SELLS THE GOODS

Kansas Farmer

The Business Paper of Kansas Farmers

Editorial and Business Office — Topeka, Kansas
Published by Copper Publications
Largest Agricultural Press in the World



New Homes FOR **MG and R**

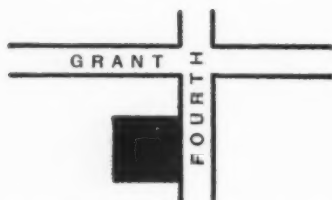
OUR CHICAGO ADDRESS IS

185 N. Wabash
Chicago 1



OUR PITTSBURGH ADDRESS IS

Law & Finance Bldg.
Pittsburgh 19



Each of our offices was planned and constructed to meet specific needs; and each is a fully integrated operation.

It's a good deal—enables us to function more efficiently to the benefit of the clients we serve. You'll want to make a note, too, of our new phone numbers:

CHICAGO—FRanklin 2-5212
PITTSBURGH—GRant 1-9165

We'll enjoy showing you around.

Marsteller,
Gebhardt
and Reed, Inc.

A D V E R T I S I N G

185 NORTH WABASH AVENUE • CHICAGO 1
406 LAW & FINANCE BLDG. • PITTSBURGH 19

56

stopper to match its famous red cigar band. Initial sales across the nation ran unexpectedly high but the veteran tobacco men were not surprised for they counted it part of the holiday season buying. Their real surprise came when the sales not only held up but outran the supply and brought urgent reorders from dealers and distributors all over the country. Even though they try, the cigar manufacturers from that time on have never been able to keep up with the demand.

When the results of the first nation-wide appearance of the package became known to the trade other companies found new and immediate uses for it. Some saw it as a substitute for metal but most took it for exactly what it is—a package that has two of the best sales features of any cigar container ever produced:

1. It shows off to perfection the color of the cigar wrapper.

2. With the moisture-proof stopper, it keeps the cigar in factory fresh condition for an indefinite time.

This sudden important success of the glass cigar container was like the happy ending to a dream for Ken G. Hewitt, Kimble's sales manager of glass containers and accessories, who had nursed the idea for nearly 30 years.

Looking back over the years of the glass cigar container's varying fortunes he singles out the development of the polyethylene stopper as the turning point.

"With the polyethylene stopper we were certain that the tube would keep a cigar moisture-proof and factory fresh," says Hewitt.

That's pretty much the same language that the tobacco men have put

on the boxes of their glass-packaged cigars. The American Cigarette and Cigar Co. on its box of 25 La Corona Cristales says:

"Cigars in this packaging are not subject to atmospheric changes and retain the ultimate in smoking quality."

The box of La Primadoras plainly says, "The cigars contained in this package will remain factory fresh until smoked."

Connoisseur Leader

To anyone who sees him often, Mr. Hewitt, an up-through-the-ranks sales executive, looks almost naked without a cigar. He is not only a connoisseur and collector of fine Havanas but he shares the marked peculiarities of the steady cigar smoker, such as avoiding the last cigar in a box and insisting on a certain color in the wrapper. His taste for a fine, fresh-flavored smoke and the acceptance he enjoys among veteran tobacco men made him a natural to lead the struggle for development of a perfect glass cigar container.

While a salesman in Kimble's Philadelphia offices he very nearly put the glass package into the big-time cigar business permanently and single-handedly when he sold a million tubes in one year to the Havatampa Cigar Co., Tampa, Fla. Until just recently it was the largest cigar container order on the glass firm's books. But the outbreak of World War II cut off the import of cork used as stoppers for the tubes and halted the plans of the Havatampa Co.

The war also made many impor-

HOME OWNERSHIP

The American Legion Magazine

62.5% Own Homes

8.4% bought house for own occupancy during 1951

4.3% built house for own or others occupancy during 1951

12.4% remodeled home during 1951

43.8% painted or redecorated home during 1951



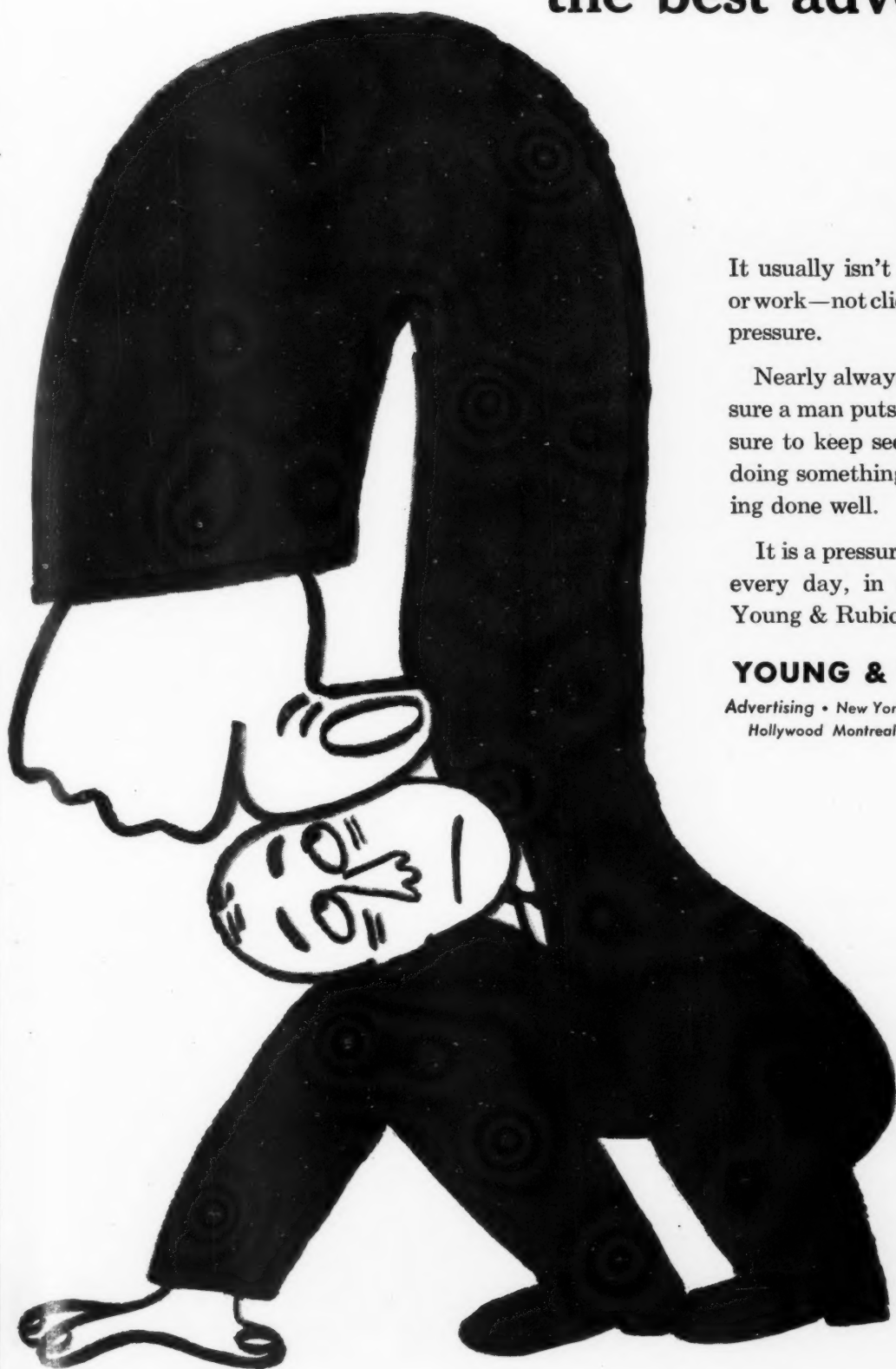
Source: Starch Consumer Magazine Report
January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE

SALES MANAGEMENT

JULY

What kind of pressure creates the best advertising?



It usually isn't the pressure of time, or work—not client-pressure, not boss-pressure.

Nearly always it is simply the pressure a man puts on himself—the pressure to keep seeking a better way of doing something which is already being done well.

It is a pressure that is being applied every day, in every department of Young & Rubicam.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

WHO READS INDUSTRIAL ADVERTISING —and who acts on it?

Industrial advertising in The Wall Street Journal is exposed to the broadest of all possible useful readerships.

Even advertising about advertising—a subject of limited interest to the readers of most publications—commands the active attention of The Journal audience . . . composed of individuals continuously on the alert for the new product, the new service, the new idea.

As a case in point, when two advertisements sponsored by The National Industrial Advertisers Association appeared in The Wall Street Journal they promptly drew inquiries from 60 executives in 20 states and Canada, representing the following lines of business:

Steel fabricating
Engineering
Public Relations
Foreign trade commission
Housewares manufacturing
Publishing
Advertising
Woodworking
Nucleonics
Insurance
Broadcasting
Printing
Building materials
Hotels
Universities

An important message to every industrial advertiser

Don't wait till tomorrow
Send in the coupon . . . today

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION
A non-profit organization of industrial advertisers and agencies, established in 1934, with headquarters in New York City.

Send this coupon to the N.I.A.A. Secretary, Advertising Section, Journal

Name _____
Address _____
City _____ State _____
Telephone _____

To every advertising agency

that wants to prepare more effective
industrial advertising for its clients

Send this coupon to the N.I.A.A. Secretary, Advertising Section, Journal

Name _____
Address _____
City _____ State _____
Telephone _____

Real Estate
Precision instrument manufacturing
Electric appliance manufacturing
Tractor parts
Meat packing
Plumbing fixtures manufacturing
Ball bearings manufacturing
Marketing
Cosmetics manufacturing
Trade associations
Business machine manufacturing
Research
Iron fabricating
Heavy machine manufacturing
Razor manufacturing
Management consultants
Shoe manufacturing
Industrial research laboratories
Textile converters

What does Blaine G. Wiley, Executive Secretary of the NIAA, say about this kind of coverage and pulling power?

"Good? Of course it's good. But no better than I've learned to expect from The Wall Street Journal."



If you advertise to business, The Wall Street Journal should head your list.

THE WALL STREET JOURNAL

Published at:

NEW YORK
44 Broad St.

CHICAGO
12 E. Grand Ave.

DALLAS
911 Young St.

SAN FRANCISCO
415 Bush St.

tant demands on Kimble, a top producer of scientific glassware and of tubes and vials used by the drug and pharmaceutical trades. Consequently the facilities for better cigar container production were taken for war orders.

But when the war was over and Mr. Hewitt was made sales manager of the container and accessories division, he began with renewed efforts to push the cigar container program again. When the polyethylene stopper was finally perfected he knew exactly how he was going to sell the package and to whom. His approach to the tobacco men emphasized two points:

1. Cigar manufacturers, for the first time, had a package that not only ensured the freshness of their product but showed it off to perfection in a miniature showcase.

2. Cigars in glass containers need not be kept in a humidified case but can be displayed on a counter top or anywhere within easy reach of the purchaser without damaging the freshness of the tobacco.

With this as his strategy, Mr. Hewitt's next move was dictated by his own years of experience in trying to get tobacco men interested in using glass. He instructed his salesmen to call only on those manufacturers who made a cigar selling for 25 cents or more. He had learned years before that below that price the glass package was impractical and uneconomical for the tobacco houses.

Is It Too Costly?

Cost-wise the glass container is no competitor for cellophane, but Mr. Hewitt felt that as a new package for better-price cigars it could make and hold its own place in the market. He was particularly interested in those cigar manufacturers who had not gone into the costly mechanical method of packaging in metal containers. For them the glass container was a good competitive package that could be distributed at less than the cost of metal containers.

One of the first companies to adopt the improved glass containers and introduce them to the postwar market was Gradiatz-Annis & Co., Tampa. Just before Christmas of 1948 it brought out a box of 50-centers in tubes that had cork stoppers made tight with a paper seal. Their distribution, however, was limited.

A year later Cuesta Rey & Co., another Tampa firm, brought out a box of 25-cent cigars packaged in tubes equipped with the new polyethylene stopper. Again limited dis-

tribution kept the test of the glass package from being conclusive.

When the American Cigarette and Cigar Co., after a careful market study, decided to introduce the new La Corona Cristales in glass the container was given its first nation-wide distribution in the big end of the cigar business. The impact of that success started the cigar trade's current trend toward glass packaging.

La Primadora Cigar Corp. put its 3-for-\$1 brand into glass containers, and Partagas & Co. made excellent use of the package for its extra-long \$1 Churchill. The Puerto Rico Corp., which once used metal containers extensively, now distributes three of its sizes, the panetela, the perfecto and the blunt, in glass, selling in this country chiefly to Armed Service PX's.

Recommended Minimum

The G. H. P. Cigar Co. has recently brought on the market its popular El Producto in a glass package selling at 25 cents, the lowest recommended price for cigars in glass containers.

In nearly every case the manufacturers have designed attractive new cigar boxes for the glass containers, adding to the appearance of the product.

The boxes developed by the American Cigarette and Cigar Co. and La Primadora are similar in design and have 25 glass-packaged cigars standing upright in the box. The boxes open at the top and half way down the front to make an attractive counter display. El Producto's upright box of 25's is designed with added details. It is made to be displayed in a horizontal position with the tube tops facing forward for easy selection and the box lid raised to show the colorful El Producto label inside.

Working independently, The Cigar Institute of America, Inc., conducted a nation-wide survey which came up with these arresting facts about the cigar market:

There are in the United States 20,000,000 cigar, cigarette and pipe smokers who regularly use two or more of these types of tobacco.

Of these, 5,000,000 are inveterate cigar smokers, using three or four cigars a day. The remaining 15,000,000 are the occasional cigar smokers averaging about one a week. The 5,000,000 inveterate cigar smokers account for 86% of the cigars produced.

NO 2nd PAPER

NO 3rd PAPER

1 *does*
the job in
AKRON

Yes, there is only one newspaper in Akron but that newspaper reaches every buyer. When you wish to influence Akron buyers toward selecting the products you have for sale, remember, *ONE does the job in Akron.*

Akron
BEACON JOURNAL

● EVENING
● SUNDAY

John S. Knight, *Publisher*
Story, Brooks & Finley,
National Representative

Why Advertise When You're in A Sellers' Market?

Salesmen and dealers alike asked the Weyerhaeuser Timber brass that question . . . and got a convincing answer.

Based on an interview with EARL M. ROONEY
Advertising Manager, Weyerhaeuser Sales Co.*

Back in war years when construction material was so scarce you needed a priority just to think about building, one of the largest manufacturers of lumber in the world was gearing up an expanded advertising and merchandising campaign.

The Weyerhaeuser Timber Co. wanted the farmer to know that Weyerhaeuser was eager to help him plan buildings more suitable to his needs, to get maximum use from his lumber and to get longer building life for quality of lumber used.

Salesmen Questioned It

First advertisements appeared when farm construction was so tied up by government regulations that it would have been impossible in most cases to deliver lumber even had it been available. Salesmen were trying to make the available supply go around to people permitted by regulation to purchase it.

The campaign didn't make sense to Weyerhaeuser competition. It didn't make sense to some Weyerhaeuser salesmen who at that time needed more lumber instead of more orders to fill.

But it made sense to Earl M. Rooney, advertising manager of the Weyerhaeuser Sales Division. His contention was:

"Weyerhaeuser has been in business about 80 years and it's going to be in business a lot longer. There have been easy years and there have been years when business was hard to get. There are going to be more of each.

"When you let down on merchandising and promotion because you are in a sellers' market, you are getting out of step and it's going to be diffi-

*St. Paul, Minn.

cult and expensive to regain that lost stride when you have to, to stay in business."

Mr. Rooney also knew that a campaign such as the company wanted takes time to build. A farmer contemplating a major building might think about it a couple years or more, and during that time he could be reached by advertisements appearing in publications he reads regularly.

The basic idea of the campaign was that Weyerhaeuser was to assemble the best plans available for an assortment of buildings needed by farmers, from corn cribs and farrowing houses to modern barns and homes which would compare well in any urban neighborhood.

Agricultural schools were scoured for ideas for structures that offered more to the farmer than the buildings his grandfather built — buildings which had been well tested and were sound structurally.

Dealers Wondered, Too

Weyerhaeuser was to create the demand through the promotional campaign. The merchandising was to be done by lumber retailers, with whom Weyerhaeuser does 75 to 85% of its business direct. Just to put things on a business basis, Weyerhaeuser charged dealers for the blueprints—15 cents a sheet.

The campaign got away slowly. Dealers couldn't understand why Weyerhaeuser was bearing down on the farm trade, when there was so much other business to be had.

Dealer listings were used in advertisements in regional publications, but there was little comment from dealers on inquiries.

About that time, however, Mr. Rooney had "sold" the campaign to those of the 125 salesmen in the

northern half of the country, who had to be sold. The salesmen began to make believers out of the dealers.

The advertising campaign was stepped up until it was reaching 3½ million readers in *Better Homes and Gardens*, 3.2 million in *The American Home Magazine* and *Small Homes Guide*, 3 million in *American Home Magazine* and about 20 other consumer magazines, including *House & Garden*.

The campaign was carried on in many lumber, contractor and architectural books.

Where Ads Ran

The so-called "state farm" books were hit hard. A sample of that section of the campaign would include *The Dakota Farmer*, *Kansas City Star-Weekly*, *Michigan Farmer*, *The Farmer*, *The Nebraska Farmer*, *Prairie Farmer*, *Wallaces' Farmer* and *Iowa Homestead*, *Wisconsin Agriculturist and Farmer*, *Montana Farmer-Stockman*, *New England Homestead*, *The Ohio Farmer*, *The Washington Farmer*, *The Idaho Farmer*, *The Oregon Farmer*, *Utah Farmer*, *Pennsylvania Farmer*, *Rural New Yorker*, and *Western Farm Life*.

Lumber retailers were kept advised of the support they were getting in the advertising campaign.

Still not entirely convinced, Mr. Rooney asked one dealer for the name of the last farmer who had asked for a Weyerhaeuser plan. He went to see the man.

The farmer explained that he had seen a plan for a portable corn crib which seemed to be just about what he wanted, so he had built that. Then, the farmer said, the barn was getting pretty old and shaky so he had gone in to see what the Weyerhaeuser dealer had to offer in that line. He built the barn. Now, the farmer said, some of those house plans advertised by Weyerhaeuser were looking pretty good to his wife, and he thought he'd build one of those.

Things must have looked pretty good to Mr. Rooney, too, because the company has increased the number of farm home plans to 16.

What percentage of the increased Weyerhaeuser lumber sales the farm campaign would account for is impos-



Amazing household and of LIFE magazine

Here are some of the facts of LIFE's coverage

More than 5,200,000 copies of LIFE are bought each week.

LIFE reaches 62,600,000 different people (10 years and older) in the course of 13 issues. That is 53.1% of all Americans aged 10 and over.

LIFE reaches 25,640,000 different households (meaning all people who regularly live together in one home or dwelling unit) in the course of 13 issues. That is 60.4% of all U.S. households.

LIFE is read by all adults in 4,500,000 U.S. households.

LIFE is read consistently (8 or more out of 13 issues) in 8,600,000 U.S. households.

LIFE is read by half or more of all adults in 10,270,000 U.S. households.

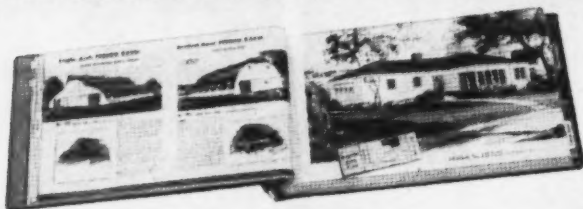
LIFE reaches 65% of all U.S. households in the middle and upper socioeconomic groups in the course of 13 issues—and 58% of all households living in owned homes.

These additional facts on LIFE's readership are from studies by Alfred Politz Research, Inc. Individual coverage, from *A Study of the Accumulative Audience of LIFE*. Household coverage, from *A Study of the Household Accumulative Audience of LIFE*.

LIFE

9 Rockefeller Plaza, New York 20, N. Y.

This helpful building service guides you to **GREATER VALUE**



NEW FARM HOMES • MODERN SERVICE BUILDINGS

The Weyerhaeuser 4-Square Farm Building Service is a practical planning guide! It was developed to help you obtain greater value in modern farm homes and more useful service buildings.

Every one of the scores of plans in this Service is engineered for sturdy, economical construction.

Each service building is practical . . . helping farmers to secure more cash income while saving chore hours.

Your Weyerhaeuser 4-Square Lumber Dealer has this helpful Service ready for your study and use, without charge. Blueprints are available for all designs.

FARROWING HOUSES



It is not too early to select a good farrowing house. A-types, portables, central houses and others are illustrated in the Service. Blueprints are available for each design. See your Weyerhaeuser 4-Square Lumber Dealer. Ask to see the Service.

MODERN FARM HOMES



There are many farm homes in the Service . . . all with special features for comfortable "city-home living" and convenient housekeeping. There is a broad choice of styles and sizes. Use coupon below for home book. It's free.

BROODER HOUSES



The poultry section of the Weyerhaeuser 4-Square Farm Building Service is worth special study. You will find types and sizes of brooder or laying houses and equipment to meet your requirements.

MODERN BARNs



Practically every type of barn is included in this Service . . . and sizes for large, small or medium farms. Many styles of construction are shown. See the section on barns in this practical Service.

WEYERHAEUSER 4-SQUARE LUMBER AND SERVICES

FREE
FARM
BUILDING
BOOK
+
FARM
HOME BOOK

WEYERHAEUSER SALES CO.
2099 First National Bank Building, St. Paul 1, Minnesota

SF 1251

● Please send me the Free Farm Building Book ☐ Farm Home Book ☐

Name _____

Address _____

Town _____

State _____

IT'S THE OLD STORY: Prospects buy a product to solve a problem. Weyerhaeuser has lumber to sell—and sells plenty of it to farmers—but it appeals to them with proved plans for farm buildings. Service comes first—then the sale.

sible to estimate for various reasons, Mr. Rooney says. Government estimates on new farm construction are considered unreliable because they assume full labor costs on structures, whereas farmers normally do at least a good share of the work themselves. This results in more building.

The long-haul benefit, Mr. Rooney reports, is establishment of preference for the company's products among consumers once they determine, at the lumber yard, that they do not pay a premium price for Weyerhaeuser products.

Several farm publications conducted a market survey on the campaign. The surveys showed so much interest being generated among the farmers that Mr. Rooney was afraid to believe what they reported. He took, at random, a handful of dealer cards for the Weyerhaeuser Central Division and another handful from the Eastern Division, and began to make his own survey.

The Soft Approach

His approach to dealers was about as un-salesman-like as he could devise. He told dealers that the company wasn't sure the campaign was going over, that the company wanted to determine whether the campaign should be tapered off, and would like to have any other suggestions the dealers wanted to make.

The dealers to a man threw up their hands over the idea of calling off the campaign. They said the volume of business they were getting had astounded them, and they wanted the campaign continued just as it was. They explained that a farmer, interested in a small structure, would come in with a magazine tear-sheet in his hand, look at the blueprints, say "I can build that," and take off without the plans but with a truckload of Weyerhaeuser lumber.

Another factor was that a farmer interested in a large structure would have a farm contractor, who already had sets of the plans, frame the building. Then the farmer and his neighbors would complete the structure. That goes hand in hand with preference for products the company previously had worked to establish among dealers.

Right now Mr. Rooney is re-checking the advertising schedule in the light of increased farm sales. Trouble with the advertising schedule, he points out, is that it isn't 50% large enough. And not so long ago it seemed like a crazy idea to advertise!

sons,
esti-
are
they
ures,
least
ives.

oney
ence
mong
at
pay
user

ected
ign.
erest
mers
be-
k, at
ards
Divi-
the
make

bout
vise.
pany
oing
de-
ould
have
alers

up
lling
vol-
had
the
was.
inter-
ould
et in
say
with-
d of

mer
ould
eady
uild-
igh-
ture.
refer-
evi-
mong

re-
e in
ales.
hed-
50%
ago
iver-

ENT

MARKETING

Planned by Philip Salisbury, Editor

PICTOGRAPHS

and designed by Marcia Eliot Pictofacts Studio

THE BATTLE OF EYE AND EAR

Do women daytime viewers of TV (about 40% of the potential audience) sit back relaxed to enjoy their programs or combine viewing with work?

5 out of every 10 carry on some activity, particularly sewing and ironing.

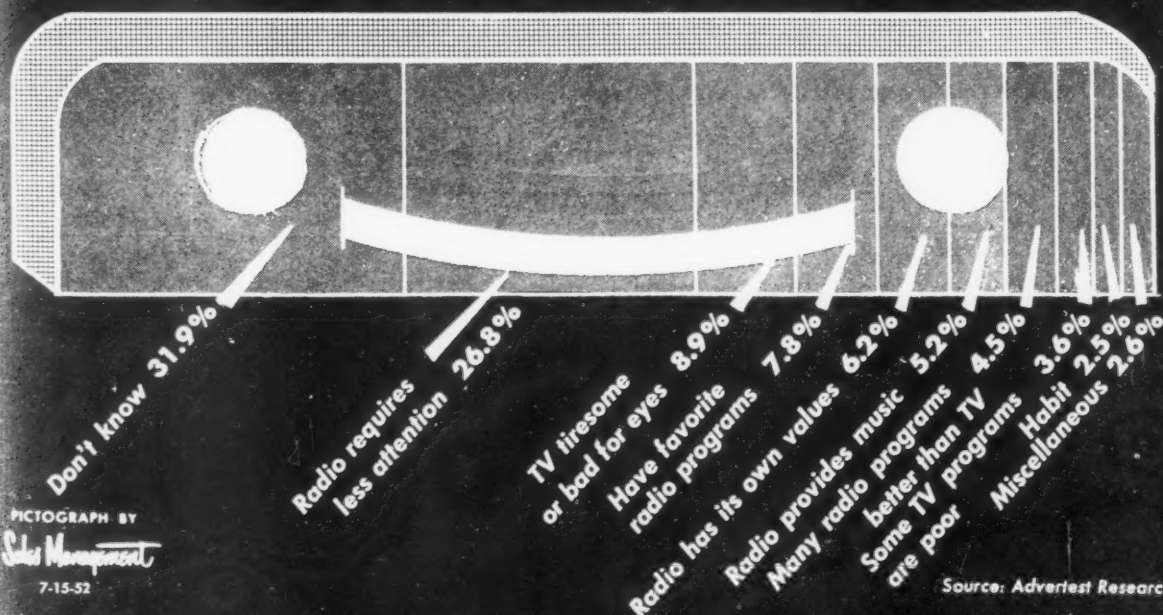
5 out of every 10 take it easy while they watch the screen.



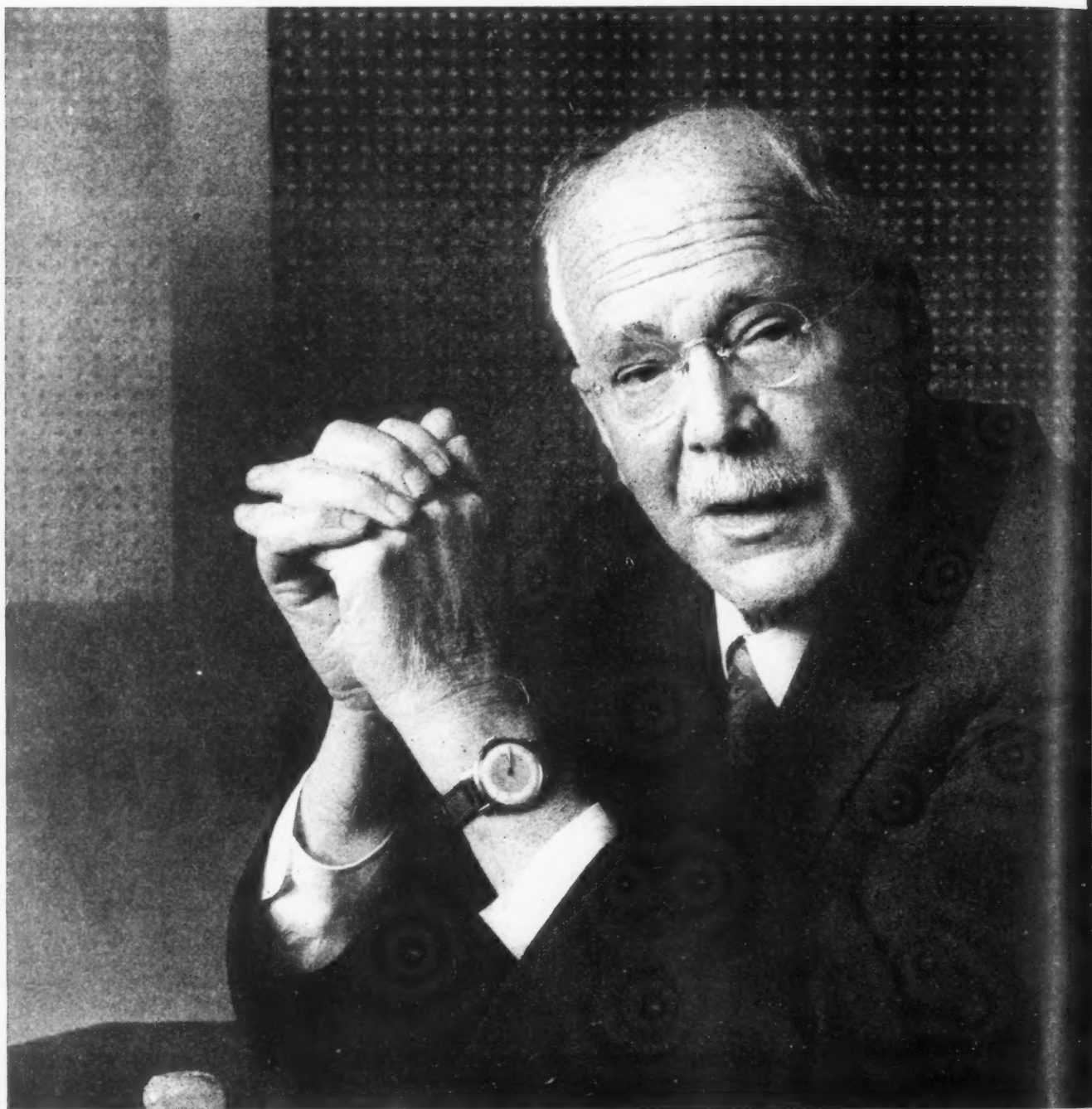
About a third of the daytime viewers have deliberately rearranged their work schedules so that they can watch TV. "Work earlier and get the work done" is the most-mentioned arrangement.

80% REGULAR RADIO LISTENERS, TOO

In these same TV homes, 8 out of 10 report regular radio listening between 7 A.M. and 5 P.M. Their answers to the question, "Why do you continue to listen to the radio even though you own your own television?" were refreshingly candid. The largest number simply don't know.



NBC's MEN IN THE NEWS: *Kaltenborn*



Photograph by RALPH STEINER

"The situation is tragic—but not serious."

H. V. Kaltenborn has been estimating serious situations since the Spanish-American War, in which he was a soldier-correspondent. Since then he has spent twenty years in the newspaper business and thirty years as a radio commentator.

In a career which could fill several books (and has), Mr. Kaltenborn has broadcast interviews with Hitler, Mussolini, Ghandi, and

Chiang Kai-Shek, has been captured by Chinese bandits and in his coverage of the Spanish Civil War was the first to broadcast from the scene of battle.

Every Monday, Wednesday and Friday, H. V. Kaltenborn's clipped speech and famed pronunciation of "Russia" are heard on PURE OIL NEWS TIME, sponsored by the Pure Oil Company. And along with the rest of NBC's distinguished company of newsmen,

Mr. Kaltenborn is currently reporting on both radio and television the biggest political news since 1932.

Kaltenborn, the dean of radio news commentators, is another reason why most people hear the news first and hear more of it from NBC.

NBC *radio and television*
a service of Radio Corporation of America

White rectangular label at the top left corner.

EINER

ting

ys
hy
nd

NT

THE EYE AND EAR (continued)



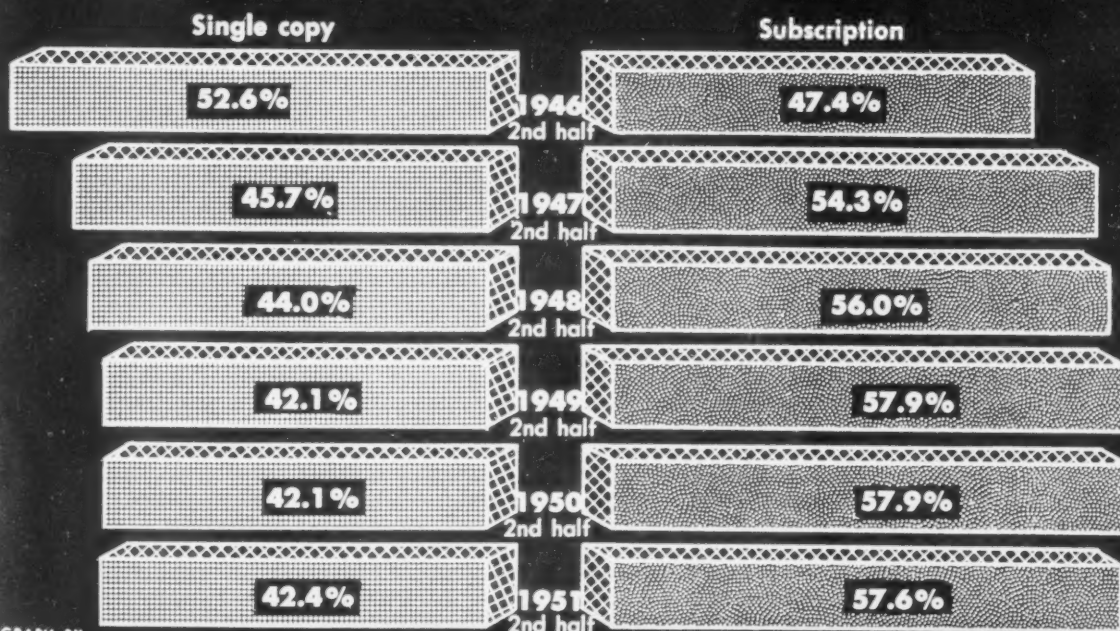
The American family somehow finds it possible to stretch the clock to a point where it can take on the new without relinquishing the old. TV is here in a big way and soon will be bigger, but radio has confused the prophets of doom.

Magazine and newspaper reading doesn't suffer either. Since the debut of TV total A.B.C. magazine circulation has increased every year, more than keeping pace with population growth.

MAGAZINE CIRCULATION PER 100 PERSONS



There has been a slight shift in the balance between single copy and subscription sales among the general and farm magazines, excluding comics.



PHOTOGRAPH BY

Sales Management

7-15-52

Source: Magazine Advertising Bureau

FIRST

IN ADVERTISING

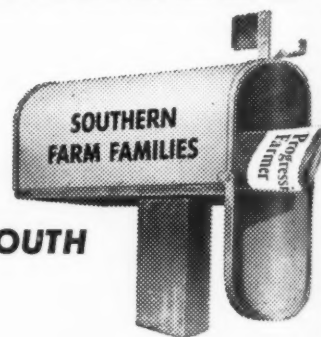
among all farm magazines

COMMERCIAL ADVERTISING LINAGE	January-June 1952 Issues	Gain or Loss over January-June, 1951
The Progressive Farmer*	387,666	+74,171
Country Gentleman	365,420	-27,899
Successful Farming	267,514	+12,089
Farm Journal	245,922	+13,119
Capper's Farmer	235,739	+42,309
Farm & Ranch with Southern Agriculturist*	143,837	+1,939

*Average all editions.

Source: Farm Publication Reports, January-April.
The Progressive Farmer Measurements, May-June, 1952.

The Progressive Farmer is
PUBLISHED IN FIVE SEPARATE EDITIONS
TO SERVE THE FIVE FARMING REGIONS OF THE SOUTH



SALES MANAGEMENT



The Progressive Farmer is
FIRST among all farm magazines
in commercial advertising lineage
for 1952...

FIRST in lineage gains,
1952 over 1951...and
FIRST in total post-war gains!



Here are three solid reasons why The Progressive Farmer is *The Nation's No. 1 Farm Magazine in Advertising Lineage*:

1. *With tremendous, new buying power, the South is the fastest-growing BIG market available to advertisers today!*
2. *The South is a 16-state rural market—predominantly rural in population and trade.*
3. *The Progressive Farmer dominates the rural South, as no other magazine dominates a market of similar size.*

Are you placing enough of your advertising in America's fastest-growing farm magazine to sell America's fastest-growing rural market? More Southern farm families read *more* advertising in The Progressive Farmer than in any other publication!

THE SOUTH SUBSCRIBES TO **The Progressive Farmer**

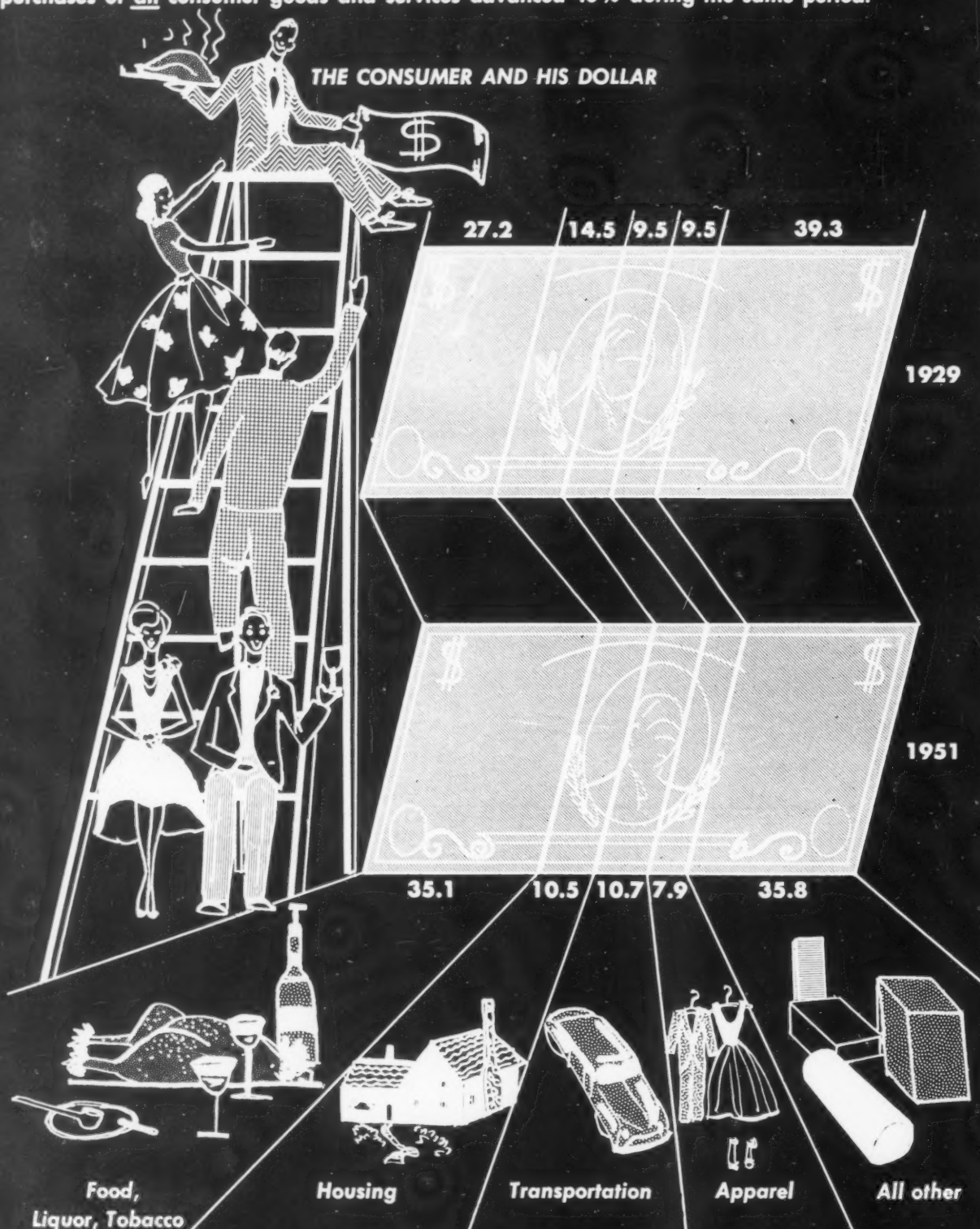
BIRMINGHAM • RALEIGH • MEMPHIS • DALLAS • NEW YORK • CHICAGO • EDW. S. TOWNSEND CO., SAN FRANCISCO, LOS ANGELES

JULY 15, 1952

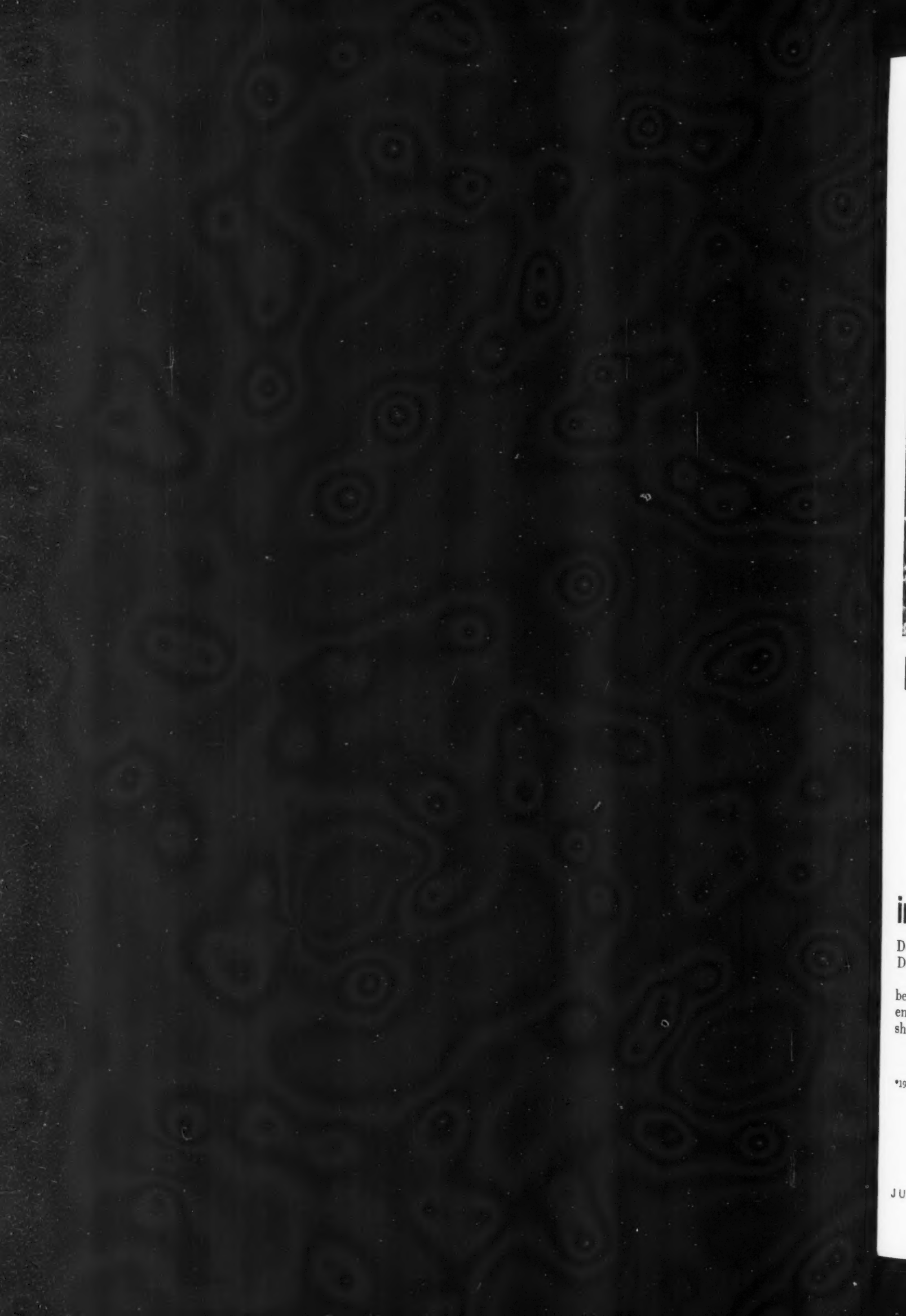
LESS OUTSIDE, MORE INSIDE

Steadily since the Twenties we have been spending more of our money for food and drink, less for apparel.

Per capita purchases of apparel items advanced only 2% between 1929 and 1950, but per capita purchases of all consumer goods and services advanced 40% during the same period.



Source: Henry Bach Associates, New York



in

D
D

be
en
sh

*19

JU



more circulation where most people shop

in Akron for example... 20,620 families — 16.74% family coverage!

Deep penetration in key market areas—that's the Woman's Day circulation story in Akron, and in city after city.

Because Woman's Day is sold only at A&P stores... because women must go out to buy it... Woman's Day's entire circulation is concentrated right in or near the shopping areas where your products are sold. Adver-

tising in this big national magazine* gives you minimum waste... maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in Akron—and in other key markets—with that of any other magazine and you'll see why it's **dollar-wise to advertise in Woman's Day.**

*1951 average circulation 3,793,000

Woman's Day

Sold by A & P stores in big cities and small.

the NATIONAL magazine... with the NEIGHBORHOOD impact.

JULY 15, 1952

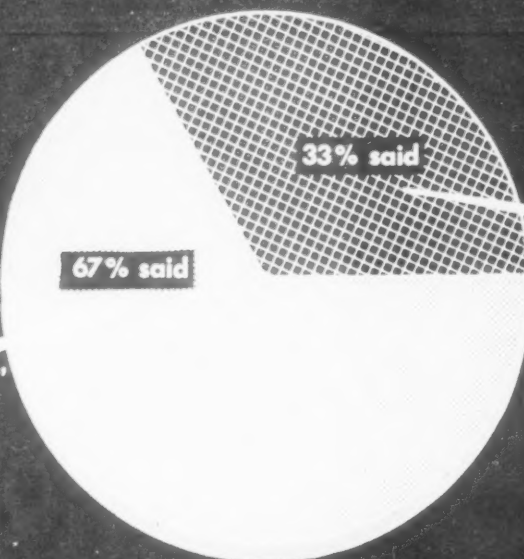
71



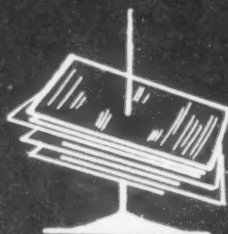
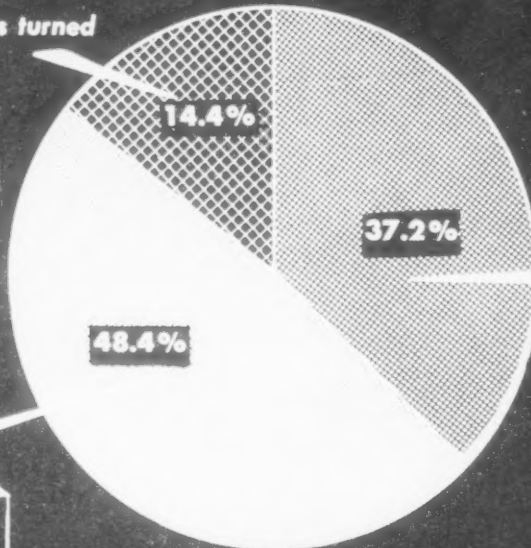
VALUABLE ARE INDUSTRIAL INQUIRIES?

Over a period of four years, some 8,000 questionnaires were sent to men who had requested information through a magazine on advertised industrial products. They were asked whether the information had been received promptly, whether any of the products were bought, whether purchases were still under consideration, etc. 74% replied.

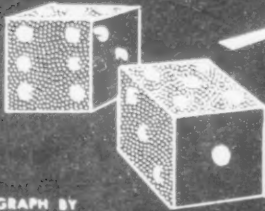
The inquiries must have been serious ones, and the advertisers must have been efficient in their follow-ups, for:



The 5,927 industrial executives who responded to the survey made 17,337 product inquiries. How many led to sales?



"No dice."



PICTOGRAPH BY
Sales Management
7-15-52

Source: Penton Publishing Company,
New Equipment Digest



Bo
co
M
bo

Sh
By
Br
D.
50
pu
me
in
tic
iss
T
po

G
m
m
N
m

n
s
v
v
p
b
s
P
a
h

A
o
h

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Share Ownership in the United States. By Lewis H. Kimmel. Published by The Brookings Institution, Washington, 6, D. C. Price, \$1.50.

Today in the U. S. approximately 6,500,000 people are individual owners of publicly-held stock issues. They are members of 4,750,000 family units. One in every 16 persons in the adult population owns shares in at least one stock issue. These are findings of a study, by The Brookings Institution, which are reported in this new booklet.

Guidebook for Management Development. Published by American Management Association, 330 West 42nd Street, New York, 36, N. Y. Price, \$4.50 to AMA members; \$6.50 to non-members.

This manual is designed to meet the needs of companies which contemplate setting up a program of executive development for the first time, or which want to review and improve their present programs. It uses actual case studies, basic principles and requirements which should be considered at each stage of planning and administration. Leading authorities in management have contributed to the manual.

Advertising At The Crossroads. By Max Geller, Ph.D. Published by The Ronald Press Co., 15 East 26th St., New York, 10, N. Y. Price, \$5.00.

Dr. Geller is president of Weiss & Geller, New York advertising agency and president and chairman of the board of New Haven Clock & Watch Co. His profound and thoughtful study of advertising goes to the tap roots of the crisis facing that industry today. Both the public and government are currently attacking advertising for its abuses. Dr. Geller presents a strong program for revitalizing advertising with honesty, decency and responsibility before government controls are forced upon this business chalking up expenditures of \$6.5-billion in media for 1951.

Successful Sales. By Harry Simmons. Published by Prentice-Hall, Inc., 70 Fifth Avenue, New York, 11, N. Y. Price, \$5.65.

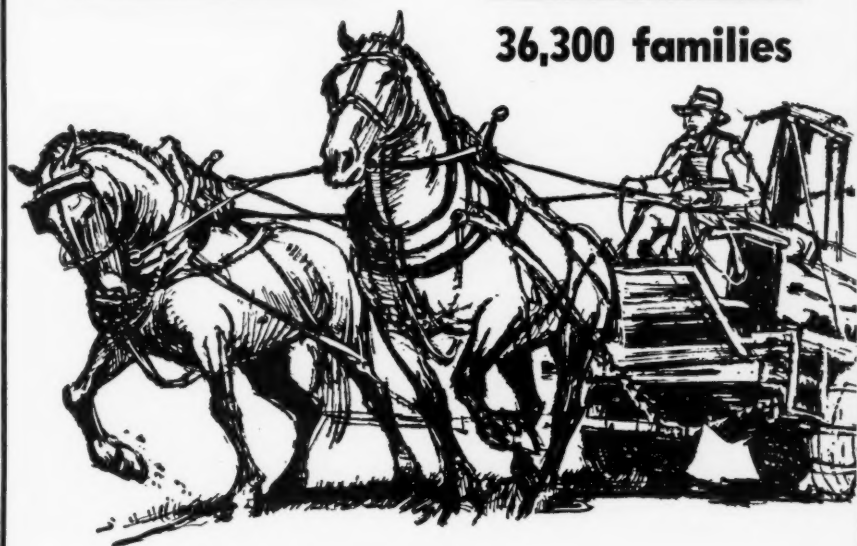
Mr. Simmons says that his *Successful Sales* is strictly a modern refresher for practitioners in the profession of sales management. He aims it also at their staff assistants and ambitious salesmen. His attempt has been to present the newest trends in sales and sales management with probing chapters on building the sales organization, delineating the job of the sales executive, presenting qualifications for such executives. There is valuable material on visual selling aids, operating tools and personal aids.

POWERFUL PULLING POWER **IN THE TROY NEW YORK** **CITY ZONE**

99%

FAMILY **COVERAGE**

36,300 families



**TO KEEP YOUR 1952
SALES VOLUME HIGH
INCLUDE THIS RICH SALES AREA**

**One of the best buys in
UPSTATE NEW YORK**

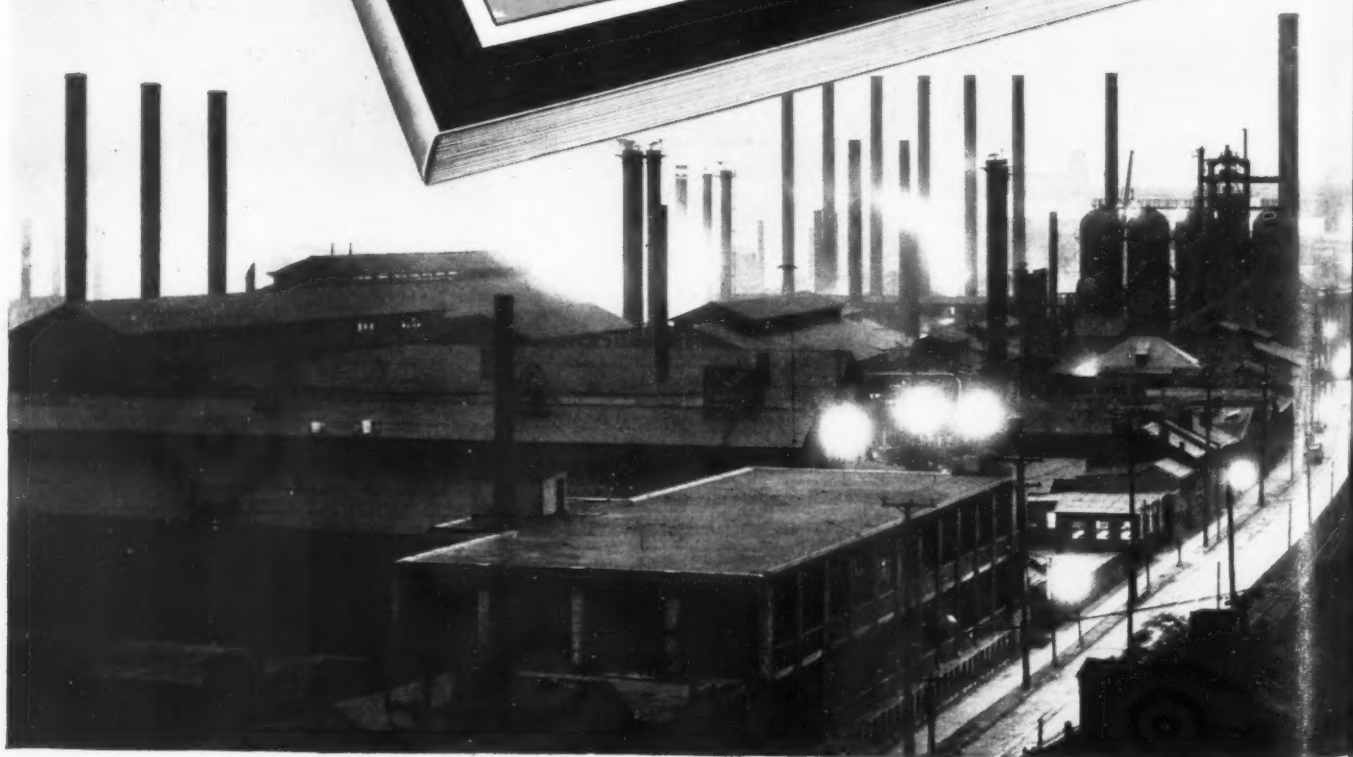
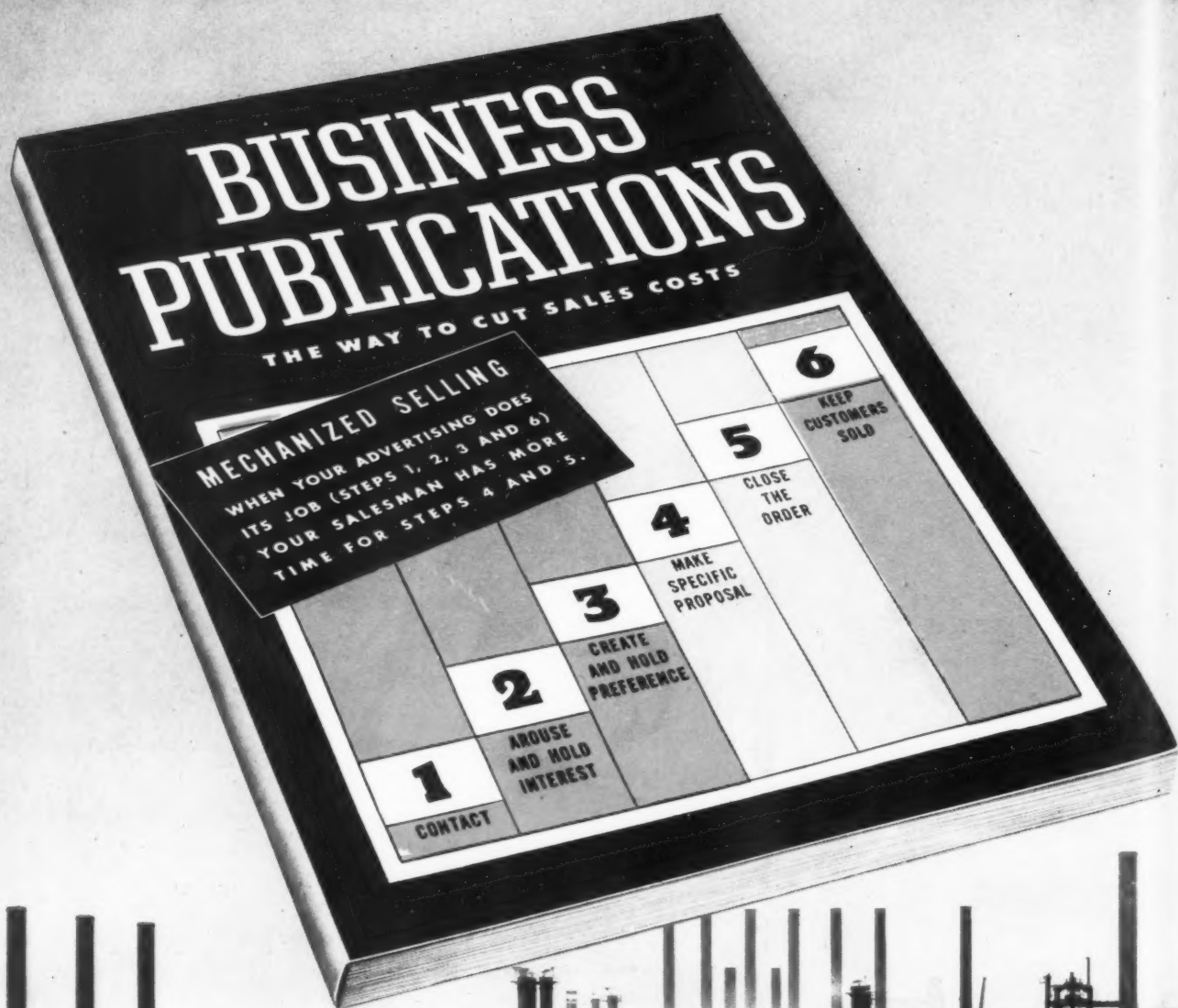
Rate: 18c

Circulation: 46,037
(June daily average)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
 - THE TIMES RECORD •
- TROY, N. Y.**

This "Salesman" Can Be E



e Everywhere At Once

And it is *your* salesman when it is carrying your advertising message . . . calling on thousands of prospects at one time.

Ferretting out the many people in each plant who can make or break a sale and conditioning them takes time. And time is a priceless asset to the man who sells.

Mechanized Selling—consistent advertising in the right selection of Business Magazines—uses the high speed, low cost tools of advertising to make contact, arouse interest and create preference for your product. It enables your salesmen to concentrate their time and attention on the all-important job of getting the

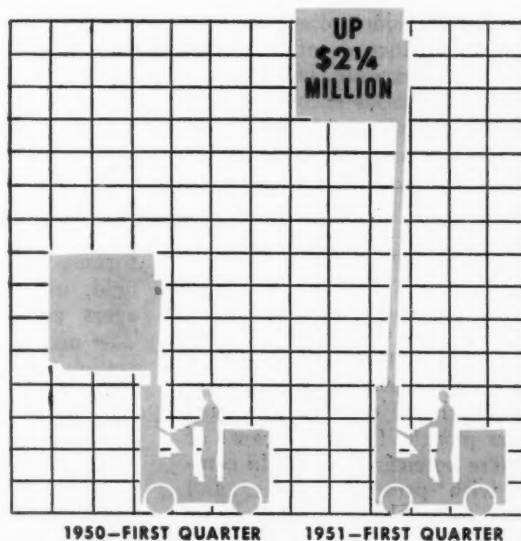
order . . . a job they are best equipped to handle.

And remember, business magazines deliver your selling message consistently to a concentrated group of your best prospects . . . the men who look to these publications for help with their jobs. They get into restricted areas . . . keep up with important buying factors and with turnover of key executives.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film . . . "Mechanized Selling—Blueprint for Profits" which is available for showing at sales meetings.

HOW "MECHANIZED SELLING" BOOSTED SALES OF MATERIALS HANDLING EQUIPMENT

A materials handling equipment manufacturer wanted to increase gasoline truck sales and to promote the company as leader in its field. A consistent advertising campaign in Business Publications was used to reach industrial markets having the greatest sales potential for gasoline trucks. Sales bulletins and catalogs supplemented publication advertising. Sales leads resulting from space advertising were up during first quarter of 1951. Gas truck sales increased $2\frac{1}{4}$ million dollars over the same period in 1950.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



McGRAW-HILL

FOR BUSINESS

HEADQUARTERS FOR BUSINESS INFORMATION

Profit-Sharing Pool Puts Incentive Into Industrial Pay Plan

Under Amercoat's compensation setup for sales engineers there's peace in the sales family . . . there's a premium on teamwork . . . the cash register rings more often . . . and the firm is not only maintaining profits but financing expansion.

Based on an interview with ALAN E. TURNER
President, Amercoat Corp.*

A custom-built compensation plan embodying basic salary plus participation in a profit-sharing pool, developed by Amercoat Corp., is paying off with excellent results in three areas:

1. It is one factor helping to produce a substantial increase in both volume and profit for the company.
2. It is bringing about increased earnings for all field men.
3. It is providing a workable solution to a number of knotty routine problems of sales force operation, such as the elimination of squabbles over split commissions, dissatisfaction arising from reduction of territory, control of sales expense, maintenance of morale, continuous encouragement of teamwork, and provision of opportunity for each man to grow as far as his capacity will permit.

Looking Toward Expansion

The plan was developed to meet the needs of a company selling wholly to the industrial market, where sales must be developed on a service basis often over months (or even years) of time, where potential is large in comparison with present volume, and where—provided the incentive is there—the company is justified in anticipating a period of continued rapid growth and expansion.

Amercoat manufactures a line of protective coatings used to control corrosion and contamination. They are quality products. Although Amercoat has been a separate corporate entity only since December 1, 1949, it has been in operation since 1939. From 1939 to 1946 it operated vir-

tually as a side line of the parent company. The years 1947-1950 brought expanded sales coverage and increased volume. Fiscal 1951 initiated the combination of adequate sales coverage plus adequate sales incentive.

Sales for 1951 were just under \$2,000,000, against a budgeted volume of \$1,590,000. Sales for 1952 are expected to exceed 1951, although volume for this year is budgeted at \$1,750,000. Note that budgets are set realistically with attainable goals for every man.

Emphasis in Amercoat selling must be on expert and painstaking analysis of the customer's problem, custom recommendations for preparation and treatment of surface, justification of cost on a trouble-free investment basis, and post-sales checkup and trouble-shooting service where faults in customer-use result in faulty performance. There are 24 men in the field, including three regional managers and three district managers. The market is national with concentration in industrial areas. Branch offices and warehouses are maintained in Chicago, Newark, Jacksonville, and Dallas.

Here are the details of the compensation setup:

All sales personnel—management and field men—receive a basic salary. In addition each man may earn participation in a profit-sharing pool.

Calculation of the Pool:

The maximum amount set aside for the pool each year is determined by applying the following percentages to net corporate earnings before taxes:

33-1/3% of the first \$100,000

20% of the second \$100,000

10% of all additional earnings.

The total amount available for the

pool in any year, however, is limited to a sum equal to an average of \$2,500 for each participant. (Example: In 1951 there were 17 men eligible to participate; thus the maximum available was \$42,500.) In other words, the maximum amount of the pool in any one year is determined by the sum produced by the stated percentages of corporate net before taxes, or the computation of \$2,500 multiplied by the number of participants, whichever produces the lesser sum.)

Participants:

Participation is limited to:

- (a) The Home Office "A" group (staff secretary, technical director, merchandising director)
- (b) The Home Office "B" group (general superintendent and chief chemist)
- (c) Regional managers, district managers, and sales engineers

Eligibility:

Eligibility for participation is established November 1 in each year and on the following basis:

1. Every man occupying one of the above-designated positions, who has satisfactorily discharged the duties of that position for at least 12 months prior to November 1, is eligible for participation.
2. Once a man has been declared a participant he shall remain a participant unless and until he leaves the company's employ or is transferred to a position not included in the basic plan.
3. In the event of such transfer or termination within a fiscal year, the former participant has a vested interest in the pool equal to a pro rata share of his fixed percentage as determined by the number of months within that year during which he occupied a position covered by the basic plan. (Example: If a sales engineer who has been a participant in the plan in the year immediately preceding should leave the company's employ for any reason—or be transferred to a non-participating position—on June 1, he would have served one-half year and would have a vested interest in the pool to the extent of three-fourths of 1% (one-half of the 1½% of fixed participation for each sales engineer—see later paragraph

*Subsidiary of American Pipe and Construction Co., Southgate, Calif.

on "Degree of Participation"). Payment of this interest, however, is not made until the year's end when the total pool is determined and funds for disbursement are available.

4. In the event that any employee who would become eligible for his initial participation on November 1 of any year leaves the company for any reason, or is transferred to a non-participating position prior to November 1 of that year, he forfeits eligibility and has no vested rights in the pool.

Basis of Participation:

Each eligible member of the Home Office "A" and "B" groups receives a flat and fixed percentage of the total available pool.

Each eligible regional manager, district manager and sales engineer receives a fixed percentage of the total available pool, *plus* additional participation in the sum remaining in the pool, after the fixed percentage has been calculated, as the management may determine, based on:

- (a) Sales volume
- (b) Sales costs (as compared with quotas and budgets)
- (c) General intra-company cooperation

In these calculations each sales engineer is rated on his own individual performance; each district manager on the performance of his district; each regional manager on the performance of his region.

Degree of Participation:

In calculating the dollar value of each eligible participant's bonus, the following formula is used:

Staff Secretary: 8% of the total pool—flat.

Technical Director: 8% of the total pool—flat.

Merchandising Director: 8% of the total pool—flat.

General Superintendent: 3% of the total pool—flat.

Chief Chemist: 3% of the total pool—flat.

Each Regional Manager: 3% of the total pool plus possible participation in the remainder of the pool.

Each District Manager: 2% of the total pool plus possible participation in the remainder of the pool.

Each Sales Engineer: 1½% of the total pool plus possible participation in the remainder of the pool.

Payments:

Payment of all sums accruing to all participants is made as soon after the close of each fiscal year as the total amount of the pool and the extent of each individual's participation can be determined.

Limitations:

1. Participants in the pool are not eligible for Christmas bonus (Such a bonus is awarded factory and office employees), nor for any other bonus.

2. No man may receive *extra* participation in the pool in excess of twice the amount of his *fixed* participation regardless of performance. (Example: No regional manager may receive more than 9% of the pool, no district manager more than 6%.)

3. The management is not obligated to disburse more than the fixed percentage of the pool in any one year, if it deems any portion of the remainder unearned or if such distribution in any case would be in excess of the limitation established as above.

4. Any undisbursed portion of the pool in any year reverts immediately to the company; there are no "carry-overs."

5. The plan remains in effect un-

Radio Still Dominates THIS RICH MARKET



Radio delivers MORE sets-in-use in the South Bend market than before TV! . . . Hooper Surveys for Oct.-Nov. 1951 compared with Oct.-Nov. 1945 prove it. Morning up 6.8, afternoon up 8.0 and evening up 4.4. Television is still insignificant here because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

Salesmaker for the Nation's Smokers

For twelve years Prince Albert's Grand Ole Opry via NBC has played a dominant role in keeping the tidy red pocket tin out in front as the favorite tobacco for smokers of pipes and "makin's" cigarettes.

Prince Albert's Grand Ole Opry originates at WSM, employs WSM talent exclusively, is an integral part of that 26 year old, four hour long Grand Ole Opry which has, virtually single handedly shifted the musical center of gravity to Nashville... Music City, USA!

WSM Nashville 650

CLEAR CHANNEL — 50,000 WATTS

IRVING WAUGH, Commercial Manager
EDWARD PETRY, National Representative



less
of
gas
the
mus
prio
year
to
De
F
up
man
take
the
port
ture
prod
vious
to w
engi
tors
set a
the o
trave
rated
long-
No
on sa
quire
the d
super
do no
Ratin
In
man's
and b
demon
work
self an
1. V
enjoy
son?
2. V
this n
vented
ample
weeks
work
was d
territ
Extra
All
after
by a c
for ret
ered w
ing fro
on the
fornia
ization
How A
All
ers) rec
homo
and sal
JULY

less and until rescinded by the board of directors. Action to alter or abrogate the plan can be taken only as of the beginning of any fiscal year and must be taken not less than 30 days prior to the beginning of that fiscal year, with notice 10 days thereafter to those eligible to participate.

Determination of Quota:

Each sales engineer's quota is set up in detailed discussion between the man himself and his supervisor. It takes into account the length of time the man has been in his area (important because of the long-range nature of sales building on Amercoat products), sales volume for the previous year, the showing of the district to which the territory belongs, the engineer's experience record, and factors in the economic outlook. It is set as a dollar quota, made up of the operating budget, plus salary and travel expense. Quotas are not prorated monthly, again because of the long-range nature of the sales work.

No two territories are treated alike on sales expense budgets. Travel requirements are a big variable. Further, the district manager sells as well as supervises, while regional managers do no selling at all.

Ratings for Extra Participation:

In addition to appraisal on each man's performance as related to quota and budgeted expense, and the man's demonstrated efficiency as a team worker, the management asks of itself answers to two questions:

1. What "windfalls" did this man enjoy during the year—for any reason?

2. What did the management ask this man to do that may have prevented better performance? (Example: A man may have invested weeks of time in laying the groundwork for one very large order which was delivered and billed outside his territory.)

Extra Benefits:

All employees in the sales group after five years service are covered by a company pension plan providing for retirement at 65, and all are covered with group life insurance ranging from \$1,000 to \$3,000, depending on the job. Employees living in California are covered in a group hospitalization plan.

How Are We Doing?

All managers (and all stockholders) receive monthly reports from the home office on current month's sales, and sales for the year to date. Every



Be there...
with Zippo!

There's one sure way to make a man think of business—with pleasure—whether he's off on a cruise or attending a conference. Give him a Zippo Lighter, engraved with your company trade-mark. Zippo builds good will and keeps it—because it's the lighter that always lights with a zip, even in wind or rain. Yes, wherever a man goes, *be there with Zippo*—making him think, with pleasure, of your company every day for years. And—it costs so little to do... send the coupon and see.

ZIPPO
The One-Zip
Windproof Lighter



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

FREE mechanical service—for life!

**GET YOUR COPY
OF FREE BROCHURE!**

Zippo Manufacturing Company
Bradford, Pa. Dept. SM-26

Please send FREE brochure showing Zippo models.

Company

Address

City.....Zone.....State.....

Att'n:..... Title.....

manager gets a quarterly performance report together with individual reports on each man he supervises.

Salary Adjustments:

Sales engineer-trainees for Amercoat join the company at \$375 a month and continue to receive that salary until they are placed in the field. At that time they begin to receive \$400 a month. From there on, raises in the basic salary are contingent upon demonstration of ability.

On May 1 and November 1 a three-man Personnel Committee reviews all salaries and makes all adjustments at that time. Any man who does not receive a raise is told why and is given a detailed explanation of what he must do to earn a raise. Thus all salary adjustment problems are handled at one time, completely eliminating the need for dealing with matters of individual dissatisfaction as they might otherwise arise with troublesome frequency throughout the year.

Earnings at New High

Such is the compensation arrangement put into operation beginning December 1, 1950. It replaced a straight salary plan in which the only "extra" was a Christmas bonus amounting to one month's salary for each man who had been with Amercoat for one year.

For the first year of operation there were 17 participants in the pool—three home office executives and 14 field men. Every field man earned more during the year than in any previous year with Amercoat.

Maximum amount paid out in dollars in the "pool-bonus" was \$3,400 to one of the home office men. Maximum in per cent of salary was 45.5%, to a regional manager.

Smallest bonus payment to a sales engineer was \$887.50. Smallest in per cent of salary was 16.5%. Every field man received some "extra" compensation in addition to his fixed percentage participation.

Seventy-two per cent of the total pool was distributed for the year 1951—45% in fixed participation and 27% in "extras."

In discussing the management philosophy behind this somewhat original compensation arrangement for an industrial sales force, Alan E. Turner, president, stressed the fact that it was built with long-term objectives in mind. "Basically," he told SALES MANAGEMENT, "I believe our plan

passes two tests that far-sighted management recognizes to be vital to the success of any compensation plan: Does it provide strong and continuous incentive? And, *does it pay the salesmen for what you want them to do?*

"An effective sales force of any kind—but especially in a field like ours where so much preliminary missionary work and customer-education are required—must be built on team work," Mr. Turner believes. "And dissatisfaction over compensation, more than any other one factor, will damage morale and ruin the team-work spirit.

"We wanted to make abundantly clear to the men that we propose to develop Amercoat as a teamwork proposition between management and the sales organization. To prove we were sincere, we deliberately chose to calculate the pool on the basis of net before taxes—not on the basis of management's insuring its share and offering the field men what was left. Actually, the sum allocated to the pool from the first \$100,000 of profit is greater than that left for the stockholders after taxes.

"While we were still operating on the old salary plan, the men expressed interest in a compensation setup that would embody more incentive. Any kind of commission plan was impractical because of the peculiar conditions under which we work . . . conditions which apply to many companies selling in the industrial field.

No Commission Fights

"For one thing, four or five men working in four or five different territories may work together on one big potential order—as, for example, a recent one calling for large amounts of Amercoat to be used on an atomic energy project. Under a commission plan we'd never have anything but dissatisfaction no matter what kind of split commission arrangement we tried to work out to cover the facts in such an instance.

"Further, our orders are normally quite a long time in the making—I remember one that dates back eight years to the time when our coatings were sold as a sideline by the parent company. And in the process of completing a sale, we definitely have a problem in 'group selling.' As many as six to 12 men in one company may influence purchase. It might begin with the board of directors, and the president and spread out among chief chemist, factory manager, purchasing agent, and others. All of these factors meant that we wanted to find

for our men a compensation base that would encourage all of them to build for the long haul. The pool arrangement does this, because rewards come, in large measure, in proportion to how well the men work together in behalf of over-all company objectives.

"The fixed part of the compensation plan is, in effect, a payment for this inter-regional teamwork. The remainder is predicated on performance as related to chore.

"I felt from the beginning that at least 25% of income should be in the form of incentive.

"One of the dividends of our plan from the management point of view is that it cuts out entirely quarrels over either split commissions or reduced territories. Actually, the way the plan is designed, the greater the number of people in the pool, the more money there is in the pot at the end of the year.

Aid to Sound Financing

"While we prefer not to reveal our profit figures, we do not expect any difficulty in earning a sufficient amount each year to satisfy the full requirements of the pool, even with a substantially increased number of participants.

"While results from the first year's operation were more than satisfactory both to the men and the management, we believe the full potentialities of the plan in developing incentive will show only after another two or three years' experience. We believe it will give each of the men an opportunity to develop rapidly and to the limits of his full capacity. We believe that working under it will supply us with potential management talent for the expansion we see ahead. Actually, we are building the field force as rapidly as we can find qualified candidates to come with us as trainees.

"Under the difficulties of our present tax structure, the typical company even with increased volume, finds it difficult to maintain dollar profits and finance expansion. We're running contrary to that trend.

"While many elements enter into such a picture, we rate the new compensation plan as a primary factor in our satisfactory showing. It may look to a casual observer to be overly liberal, but it's doing a job for us, and the balance sheet is our strongest argument in its favor."

(Reprints of this article will be available about July 25 from Sales Management's Readers' Service Bureau.—The Editors.)

Transit Radio's Future Brighter?

It may be for advertisers wishing to avail themselves of the so-called "captive audience" in buses and trolleys, although opponents who carried the Washington, D. C., case to the Supreme Court and lost are still sore about the thing.

BY JEROME SHOENFELD • Washington Editor

In Washington, the most embittered expressions of indignation often conceal affectionate sympathy, and the people who've just testified against each other before a Congressional Committee will join for lunch. But no argument about "Music as You Ride," "Transit Radio," "Forced Listening" or "Captive Audiences" is known to have ended in friendly drinks.

After three and a half years, Washingtonians still talk about "the transit radio case." A proponent will say, "I can't understand how people who are usually so rational can get so worked up over a little thing like radio in buses. They sound like fanatics."

A year ago, when the District Court of Appeals roundly condemned Transit Radio, many advertisers pulled out or decided not to step in yet. Additional transit companies delayed hooking onto the system. Transit Radio operators merely waited, hoping for something happier from the Supreme Court, not trying to expand. Now that the top Court has decided that such broadcasting is constitutional, there's no legal bar to active promotion, which will be undertaken this fall.

Does it Pay?

Advertisers, of course, are aware of a medium which promises what no other can duplicate: an audience whose exact size is measured by the number of passengers. They're also aware of an opposition, which has made all sorts of threats and at least was sufficient to carry their anger to the Supreme Court. Does the medium do what it promises? Is the opposition important?

There are some qualifications to the assertion that the number of

riders directly gives the size of the audience. It's true that receivers are distributed throughout a car or bus so that everyone, evidently, must hear. But at various Court hearings, lawyers for the transit company argued that people were not captives because they could, so to speak, dial off, which is precisely what many riders say they do. Moreover, on many cars or buses you find that the radio is silent, either in disrepair or disconnected by an irritated driver or passenger. The traffic noise, too, blurs or eliminates the name of a sponsor often enough to affect the calculation.

In general, WWDC-FM, handling the Washington service, has been confronted by a turnover of advertisers. Of the advertisers who broadcast when receivers first were installed, hardly any are now to be heard. Since that time, there's been a continual change in the names mentioned on the buses, with some, however, dropping out and then coming back. Today, mainly paid ads are to be heard, sometimes only during rush hours. If you board a trolley in mid-afternoon, you're likely to hear only public service announcements.

A check with users of Transit Radio, without consultation with the station, yields nothing conclusive. Many who advertised once but gave it up say enthusiastically that the medium is an excellent one; they abandoned it, they add, when they discovered that it was so "controversial"—a word continually repeated. Some quit when the lower Court ruled against Transit Radio and expect to return.

O'Donnell's, a famous Washington restaurant, had been an advertiser but gave up. Said a spokesman: "We tested it carefully. We alternated with TV and newspaper ads. It's as good a medium as any." But

customers, old customers, complained, sometimes loudly. "We didn't want to be in the middle of a controversial matter. A little bad can offset a lot of good."

A year ago, the local association of retail druggists were broadcasting "Your Drug Store Hour," with spot blurbs praising drug store proprietors alternated with product advertising, against which the manufacturers paid 10%. It was discontinued when the Appeals Court handed down its decision. The secretary, Horace Walker, who had promoted the idea, asserts forcefully that the programs "were the finest public relations job this area ever had and because we, ourselves, handled the institutional copy and the product write-ins." There had been a little trouble selecting products, since not all of the stores handled the same brands. Walker said that there were no complaints from the captive audience, but some of the storekeepers contradict this.

Battle of Beers

The big department store, Hecht's, tried the medium a few times along with others and recently plugged a big anniversary sale. The sale was a huge success, but there's no way to tell whether Transit Radio helped. Another department store, Lansburgh's, advertised in the beginning but stopped as customers wrote in angrily—some closing their accounts. On the other hand, a furniture store with the same name used the medium with considerable benefit.

Three beer companies—Gunter, Arrow and now Hals—succeeded each other in the sponsorship of a rush hour news broadcast. Gunter advertised "That dry beery beer," to which Arrow later responded with "So dry? So light? So what?" recommending a "full bodied beer" and now Hals announced that it is introducing a new one. Opponents of the broadcasts found that by complaining to Gunter they got, not only a reply, "Yours is the only complaint of the kind we've received," but also a serving tray of full gauged steel with an engraving of an 1890 ball game, the value of which they variously estimate from 25c to \$1. Then Arrow took over. Arrow men still praise the medium.

Early in the game, Swift used

Transit Radio to introduce its margarine to the Washington market. The customary tone for a street car commercial is one of bland unctuousness, slightly hardened as you're told to "Go immediately to . . ." so and so's for some miraculous value. Swift had its own announcer whose sharp, penetrating voice didn't merely insure attention but made people wince as from a slap. Later, the company quit.

The local discount houses have, perhaps gotten the best results from Transit Radio, of which, almost uniformly, they speak highly. R. Mars, who offers various appliances at wholesale, says that Transit Radio is in all respects excellent and that a few letters from cranks don't bother him. His agent, however, thinks that in the absence of tests nothing can be said either way; that the big pull comes from mail solicitation. Castleberg, a jeweler, says that his offers of low prices have drawn customers, whether or not they've alienated others. Warehouse sales, the admonitions to ignore lists, go well.

Still Praise It

Of those who used but dropped Transit Radio, there was not one who said that he had, by some technique or other, measured its results and found them poor. On the contrary, most continued to praise it—often in a manner suggesting desire for what the fates deny. Some, such as the druggists, may return to it.

Broadcasting to transit riders may be affected by a peculiar circumstance that doesn't touch other advertising. The transit company almost always is disliked. Where pressing a button turns on the light and dialing a few numbers works the telephone, people must wait in drugging heat or numbing cold for a bus that never seems to arrive; when at last they do board it, they must crowd against each other and later must jostle and push to get out. Transit company officers, particularly when they're asking for a fare rise, wearily and truly point out that the sorry local situation is reproduced almost everywhere and that they're not the only devils.

Whether and how the irritations of public transit and the common anger toward the company furnishing it affects responses to radio hasn't been studied. Car card experience involves a less stimulating medium and probably must be discounted. On the one hand, hard feelings to the bus company may spill over to the radio; for those who dislike both, the resentments may aggravate each other. On the other hand, the vice-president of

Capitol Transit judges that for the majority radio cheers an otherwise unhappy ride. Conversations on bus queues shows that it sometimes does.

At present, 422 out of 1,500 Washington buses and street cars carry radio. This offers more than the suggested 25% of coverage since the vehicles with radio run all day and not during rush hours only. The broadcaster pays \$6 rent per month for each car, which comes to \$2,532. Through the past year, between Court decisions, the going was evidently rough and the annual report (p. 7) of Capitol Transit showed existence of a "moratorium agreement" with Washington Transit Radio. Rent, an officer of the transit company said, sometimes was late.

The contract between the two companies calls for equipping all cars and buses, which would carry the rent to \$9,000. Additional buses would get the rush-hour crowds but a substantial number would miss mid-day passengers. When the Supreme Court decision first came through, Capitol Transit spokesmen said that all of the cars would be quickly equipped; the radio company was more cautious. If advertising could be found for the whole day, the rent rise could easily be financed.

Since opposition to Transit Radio delayed its aggressive promotion for at least a year, its extent and intensity are important. It is agreed that dissenters are a minority; how big a minority is something else again. A poll by the radio company showed that less than 7% objected, with about 75% expressing positive favor. However, affidavits to the PUC—one by a man who had been polled—challenged the survey technique. At least one interviewer, it was claimed, tried his hardest to elicit a less unfavorable reply. Polling experts told the Commission that the questions had been loaded.

Small But Noisy

If the opposition is small, it is remarkably noisy. Where a PUC hearing on fares or the rerouting of a line at best will draw a few dozen—all heads of civic associations—the one on radio brought in an angry, jeering crowd of hundreds. Letters "to-the-editor" columns will be silent for weeks so that resentment will seem to have died; a news event will suddenly fill them.

Moreover, it would be hard to find an issue which creates such intense rage. This is curious, too, because the dissenters seem as a class

to be comprised of ordinarily mild people, the sort who duck fights, habitual mugwumps, non-joiners. They seem to be drawn especially from professional classes, with a large sprinkling of lawyers, ad men, trade association executives. They're mostly middle-aged or old; youth, particularly the teens, seems to comprise much of the favorable majority.

Opposition seems to be comprised of people who dislike organization. This has its weaknesses. There's an association of dissidents, but no full-time secretary alert to every opportunity for a blow, of which there are a great many. The chairman of the Washington PUC is being criticized in Congress; yet, when his reappointment came up recently, nobody testified on his handling of Transit Radio, although at least a surface case of prejudice could have been made out. Practically no weight has been given to the fact that the United States is the only country, this side of the Iron Curtain, where a radio audience considers itself captive, whereas such broadcasting is usual in Communist countries. Nobody can turn letters to congressmen on and off.

Scared Some Advertisers

Lack of organization may be offset somewhat by the rage of individual dissenters and sometimes by the ingenuity with which they manage to express it. They've scared off countless advertisers. They address their letters to no one less than the president or chairman of the board and compare answers. They pester everybody for relief—the papers, the PUC, the Federal Communications Commission, congressmen. They're watching for openings for new Court cases.

There's now a petition before FCC to stop the broadcasts, but no hint of when, if ever, it will be heard. A bill may pass next year to end the PUC's jurisdiction over transit. If that happens, the new Agency will be called on. There's been no systematic attempt to interest Congress because, a sympathetic congressman pointed out, failure would mean failure with every executive agency, whereas Congress would be the readier to act after everybody else refused.

Congressmen themselves don't seem to like the medium, but find too few interested to make legislating worth while. Those who dislike it most are on committees that have no power. If some day every city rides-to-music matters may change. Expressions of outrage would be louder, but the vested interest in the medium would also be greater.



Get the inside story before you buy any dictation system

When you bought your last car you looked "under the hood." And we urge you to do just that, before buying a dictation system. It tells you why AUDOGRAPH's uncluttered, functional interior gives better performance. And why versatile AUDOGRAPH increases office output up to 30%.

This superb engineering explains why AUDOGRAPH is *lowest* in cost of operation and in maintenance cost—as well as *lowest* in purchase price. You can flip up AUDOGRAPH's cover in a moment...look things over. That clean, streamlined

assembly means easier, less expensive service. Service report records prove it!

With AUDOGRAPH, you'll *soundwrite* sales reports, memos, conferences, at your convenience. You'll double capacity for business action.

And AUDOGRAPH's features make it a pleasure to operate. Disc holds a full hour's dictation. Single-lever control means no difficult adjustments. Many other exclusives, too. For the full story send the coupon today.

Gray AUDOGRAPH

Features make it finest

The Gray Manufacturing Company,
Hartford 1, Connecticut
Send me Booklet T-7
"Manpower—starts with YOU!"



NAME _____

TITLE _____

FIRM _____

STREET _____

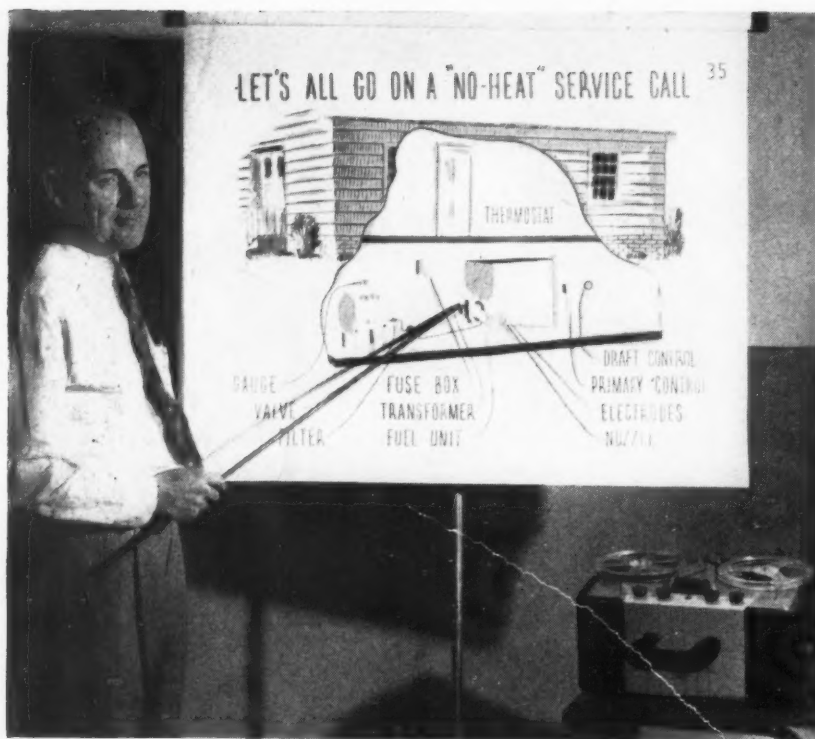
CITY _____



AUDOGRAPH, sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Co., Ltd. Abroad: Westrex Corp. (Western Electric Co. export affiliate) in 35 countries.

Audograph is made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



THE AUTHOR, James H. Lahey, assistant sales manager, Webster Electric, demonstrates the way to combine the flip-flop service training chart with a tape recording.

How to Use Audio-Visuals For Service Training

A buyer's satisfaction with his purchase can go up in smoke through improper servicing by poorly trained mechanics. Here's how Webster tackled the problem at its roots.

Based on an interview with JAMES H. LAHEY,
Assistant Sales Manager,
Oil Hydraulics Division, Webster Electric Co.

The Webster Electric Co., Racine, Wis., over a period of years has built itself into an important position in its field through the manufacture and nation-wide distribution of products used by other manufacturers in the assembly of their finished equipment. This is especially true where oil burner parts are concerned. These sales, naturally, are classified as industrial sales and immediately special problems bob up with reference to service training on their products.

Some of these problems were wor-

risome enough, and expensive enough, so that the home management in Racine decided to do something about it. After several halting starts, a feeling-out period so to speak, a program was hit upon, which in a few months reduced the chief irritations from 20 to 25%. It is still going on and further savings are expected, perhaps up to 50% or more. The scheme is built around a tape recorder and a flop-over chart.

"Our items figuring in this situation begin to lose their identity as

our products immediately after they are sold, and that is the rub," says James H. Lahey, assistant sales manager, Oil Hydraulics Division, the man upon whose shoulders the corrective program was dumped after the engineering service and sales facilities had been co-ordinated into it. "The parts and units we make become standard components of other manufacturers' equipment and, as a result, we are far removed from the end-use of our products.

"The first sale of such oil heating equipment is to the distributor and jobber. It then moves on to the dealer and the dealer, in time, makes a retail sale to the user. From here on mechanical problems arise. The heating equipment dealer is responsible to his customer for operation. To service this equipment he must maintain one or more service men. Theoretically, the dealer and his serviceman must get their information from the oil burner manufacturer and he must get it from the parts supplier, and so it goes.

"What about the dealer and his relation to the salesman? Ten thousand salesmen are hovering above him ready to descend upon him any second to get his order, meaning his money. Do they offer to help him? No, every salesman is in a hurry. He has to lope from one customer to another, from one prospect to another. He must get orders, fill quota, or else! Yet, somehow, it is vital that someone help the dealer to prosper if he is to stay in business and continue to be an asset to the manufacturer."

There are approximately 16,000 heating dealers in the United States and they must service more than 5,000,000 oil burner installations, Mr. Lahey points out. Back of the 16,000 heating dealers and the 5,000,000 burner installations there stand 68 authorized and strategically located Webster service stations. Each of these is independently owned and financed. Before they are authorized their equipment must pass certain fixed standards and their men must prove that they are sufficiently trained and qualified to do the job.

So far all has gone well, but what comes next? Remember that incident known as Korea. Young men today are the "fix men." They have been the bright young fellows who kept our radios and our TV sets churning. They are geniuses at a multitude of mechanical tricks. Where are they now? In the Army.

With so many skilled young repair men grabbed by the military, the job of checking complaints shortly became burdensome. Few users know



Big Buyer in her own right! Earnings and allowances give these girls \$3,700,000,000 a year to spend...as they wish, fancy free.



Getting gifts galore! For birthdays, graduation, Christmas, hope chest. Gifts she nearly always selects herself.



Coaching Mother, Prompting Dad! She's a power behind the throne in every field of family buying. She can pick a product, switch a brand.



Here comes the bride! More girls wed at 18 than at any other age. Is your product on their shopping lists...for life?

here today and
here tomorrow
that young woman
in her teens



There's one best way of reaching the 7,500,000
young women in their teens...

seventeen sells!

New York • Boston • Chicago • Hollywood • Atlanta

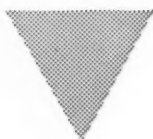


Ad Beyer SAYS...

ROCKFORD

(at the Top in Illinois)

Best Test City in the Mid-West



Population 126,876 A.B.C. City Zone

**ROCKFORD MORNING STAR
Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHOEY, INC.

COMING AUGUST 15

... an up-to-date revision of Sales Management's now-famous chart and list of memberships in department store group buying offices. Reprints will be available about August 25 through Sales Management's Readers' Service Bureau.

enough about an oil burner to be of any help whatever. About all they can ever report is that "the thing ain't running and the house is cold."

Webster Electric figures that there are, of necessity, something like 48,000 oil burner servicemen in the United States. It also figures that every one of the 5,000,000 burners must need the touch of a serviceman once or more a year. If each burner causes one unnecessary and unprofitable call each year, that's a lot of expense and a lot of time lost to the dealers of America.

In theory, when oil burners using Webster components give better service, then dealers find them more profitable and the users consider them more satisfactory. It follows that Webster profits in the end. The pinch came through the fact that, with so many bright young repair men in the Army and Navy, too many dubs and bunglers were fiddling around trying to make repairs.

Dealer's Dilemma

While these semi-trained fixers might be merely frustrated, home owners were getting right-down testy about it all and heating dealers were frothing at the mouth. Their men were doing their jobs too slow and with too little success. Profits were being burned up by expense. Some sort of training job surely was indicated.

As no manufacturer prospers and profits better than its distributors and dealers, Webster Electric decided to take over.

Out of a very large amount of thinking came a project known as Webster's "Service Saver Plan." The idea, as finally worked out, called upon all 68 service stations to pass down to jobbers, distributors and dealers a carefully worked out program. Next, what vehicle should be used? Motion pictures with sound, slidefilms with sound, or merely a recording on tape? Costs were considered.

"We put it on tape for \$260," says Mr. Lahey.* "We used our own people to get voices. It was a simple job and we tell our story just as we want it told. That's something we could not do if we used live talent for service station meetings."

Service Saving does not mean that service men will lose their jobs or that dealers will experience a reduction of income from their service department activities, the text of the presentation explains. Service Saving,

*(Another division of Webster Electric manufactures Webster Ekotape recorders.)

SALES MANAGEMENT

it goes on to say, simply calls for the elimination of many conditions which are unpleasant to service men, unprofitable to dealers, and objectionable to customers because of inconvenience and excessive costs. Elimination of these undesirable circumstances will be helpful to everyone.

Saving Service, it adds, means these things:

- Having products with better design features.
- Installing equipment correctly.
- Making accurate diagnosis of trouble.
- Using proper tools and equipment.
- Using only genuine replacement parts.
- Knowing your own service limitations.
- Eliminating wasted time and effort.
- Better relations between customers, employees and employer.

(Note the reference to "only genuine replacement parts." That is a bit of selling for Webster, maker of original parts.)

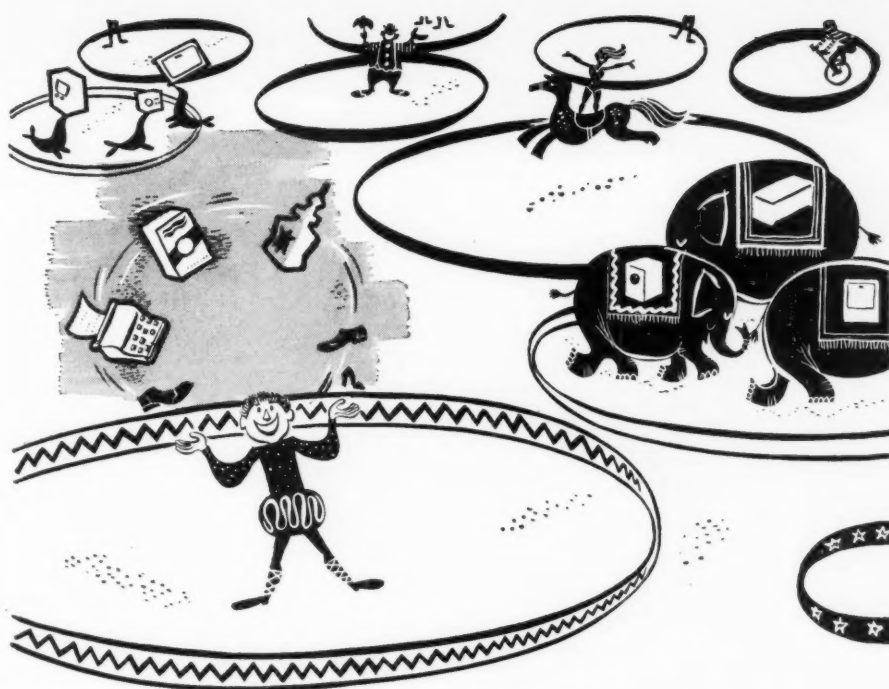
A page or two later in the script, after talking of a number of things such as "accurate diagnosis," the listener is brought back into another bit of direct selling. The voice on the tape says:

"The use of *genuine replacement parts* is a *must*. The equipment manufacturers know better than anyone else what is needed for original replacement use. Quite frankly, we are aware of the activities of some firms not authorized by the Webster Electric Co. to repair Webster equipment. I would like to quote from a letter recently received from the Webster factory:

"We do not condone any salvage and repair procedures not included in our Service Manual for Authorized Service Stations. To indulge in such practices and the use of spurious parts is, in effect, breaking faith with oil burner dealers. Unauthorized repair procedures and substitution of parts often result in additional service costs and dissatisfied customers."

"As an Authorized Webster Electric Service Station you can be sure we use only genuine Webster parts."

These quotations taken directly from the script show what Mr. Lahey means when he speaks of "subtle selling" being incorporated into the



How to watch a 1,393-RING MERCHANDISING CIRCUS and never miss a thing!

If your product is sold through retail stores the bulk of its sales must necessarily be in the 1,393 cities in which daily newspapers are published.

There is wide variation in the merchandising situation in many of these cities . . . different merchants with different competitive attitudes...varying advertising intensity in behalf of other brands...variable consumer demand and variable brand acceptance in trade areas.

ACB Research Reports enable a merchandiser to determine many of the variables in each market—to exploit the strength and bolster the weakness that his brand may have. All or any part of the 1,393 cities can be covered and each market can then be given the individual attention necessary to best results.

ACB Research Reports are always made to the users own specifications as to territory covered—data contained—frequency, etc. They tell what advertising is running in each city on your brand or competitive brands. From this information important decisions can be made on sales and advertising strategy.

Still other ACB Services are available to give visual sales tools to salesmen . . . to scout new developments . . . advertised

price reports . . . special auditing and certifying services on cooperative advertising campaigns and many others.

**Send for ACB's New
Tell-All Catalog...**

It's brand new from cover to cover—48 pages—and as complete as we could make it. Describes fully each of the 14 ACB services. Gives many case histories. Gives cost of each service or method of estimating same. Has complete directory of all daily and Sunday newspapers. The state breakdown of 1,769,540 retail stores is reprinted from recent U.S. trade census. Send for your free copy today!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5

ACB

The
**ADVERTISING
CHECKING BUREAU
INC.**



SAN DIEGO is BIGGER

General Merchandise STORE SALES

Oklahoma City, Oklahoma	\$ 55,226,000
Gary, Ind.	51,296,000
Syracuse, N. Y.	50,838,000
Nashville, Tenn.	45,671,000
Bridgeport, Conn.	43,392,000
Des Moines, Iowa	42,082,000
Salt Lake City, Utah	54,540,000
Youngstown, Ohio	39,405,000
Omaha, Neb.	47,234,000
SAN DIEGO, CALIF.	\$56,394,000

DATA COPYRIGHTED 1952 SALES MANAGEMENT
SURVEY OF BUYING POWER



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

*The only media providing "SATURATION" coverage
of the BIGGER San Diego market - 96.4% homes
receive the San Diego Union or Evening Tribune*

training plan for servicemen. Webster management means not only to reduce the overhead in carry-on the dealer's business and so give him more profit, but it means as well to sell more Webster parts to the profit of dealers, jobbers and wholesalers and, in the end, Webster itself.

When the program was first started Webster management thought it had a bright idea. This was to develop a man in each of its 68 authorized service stations to the point where he could get up in meeting and talk, giving out with a continuity of ideas with fair grace and in a convincing manner. That meant that it would have to develop a *train the trainer* program.

An Idea, but No Soap

Such an idea was abandoned very early. It was found difficult to find trainable men. It was found harder to dig out men who would be interested in taking the training. Then, before you could say tape recorder, it dawned on the top executives of Webster—the sales executives first because they had been through it—that try as they might they could never get anyone short of a professional actor to stick to his script.

Invariably a non-professional man will wander from script, drop whole paragraphs, transpose sentences, paragraphs and ideas, put in his own gimmick here and there and bollix up the whole works.

With the story on tape, the planners observed, it could be run off, digested for continuity, reasoning and power to convince, and edited. It was possible to delete slow-moving parts and to add ideas later developed.

To make the recording more human, a woman's voice was added. Here are a couple of things we learn from her:

"Many times service men talk to us (women) about motors, controls, nozzles and other things we don't understand. They seem to be completely overlooking the fact that the things most *important to us* and to our families are safe, economical, clean and comfortable heat throughout our home!

"We don't enjoy calling someone out in the middle of the night, and we certainly do not appreciate having to pay unnecessary service charges. I believe there can, and should be a better understanding between oil burner owners or users and service people. A better understanding would be helpful everywhere."

In building the presentation, Web-

SALES MANAGEMENT

ster Electric management, after considerable study, arrived at several conclusions. Among them:

1. The average dealer in the oil heating field is a mechanic.

2. Because he was frugal and had ambition and gumption, he managed his way into a business of his own.

3. Owing to his background and habits he is a bit on the slow side when it comes to "book-work and study."

4. Innumerable rackets have been tried on him and he is gun-shy to the point where he is constantly a bit suspicious.

5. One of the important problems in dealing with him is to get him to think about the product's salability. He is likely to size it up as a machine rather than something to be merchandised.

6. The turnover of dealers is too large. Show him how to prosper and he will improve in his permanency.

7. Someone, considering these facts, must lead the way and so, why not Webster?

8. It is time to teach certain fundamentals that, in these changing times, have been forgotten for up to 20 years.

The recording runs two hours. The practice is to hold an hour session, have a little time out, then run the tape for another hour. There is a bit of levity and lightness in it, though it was not built to entertain. Frankly, its purpose is educational.

Program Pays Off

Eighteen kits are now out and they are being used with impressive regularity. They are generally shown in hotel rooms. On an average, an audience consists of about 25 people.

"We do not advise using a steak party to lure the service men out," says Mr. Lahey. "We tell the men that they are here on business. If they do not want to come for that, let them stay home. Though they are our customers, we do not ask them for an order. We say, 'When you do order from us do so-and-so.' If they do the things we ask they will buy from us."

"We know that if they follow our program, which has been thoroughly tested, their work will be more effective, less expensive, and easier. We know, beyond any shadow of a doubt, that the program makes sales for us. We know, and the service men who have followed our program know, that by following it they will not only get more sales but they will get them at better profit."



(His business paper . . . of course)

Maybe you get more fun fishing for facts than for flounder. Many people do. It's sport to latch onto the solution to tough problems, in your business paper. It's good reading . . . required reading. That's why the **Best Informed Men in your Field** rarely miss an issue. Fact is, there never was a time when your business paper was so important to you, to scout the field for what's new, dig into the why-and-how of new methods. Read editorials and ads . . . thoroughly . . . for how-to-do-it and where-to-get-it data to keep you one of the **Best Informed Men in your Field**.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid-circulation* paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper *profitable* time.

.....

NEXT ISSUE the Best Informed Men in your Field will be reading . . .

Thompson Teaches Americans To Grind Their Pepper

Once a luxury specialty, the pet of epicures, the pepper mill is on its way to becoming an item with sizable volume possibilities. With expert styling and smart promotion, George Thompson has put it into 4,500 retail stores.

Sales Management



.....

One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS

IT COSTS LESS TO SELL

IN A

**CONCENTRATED
MARKET**

THE MEATPACKING INDUSTRY

* is one of the largest, most stable segments of U.S. Industry, good times or bad... buys in billions, year after year.

* includes 3889 plants, almost all located in or near major population centers... permitting CONCENTRATED SELLING at minimum expense.

* is a huge market IN ITSELF for processing and packaging equipment and supplies... Ingredients... materials handling equipment... air conditioning and refrigeration...canning machinery...temperature control equipment... motors, pipe, tires, etc.

* write for specific, detailed information on the Meatpacking market for *YOUR* products or services...and how to reach it.

**THE NATIONAL
Provisioner**

THE MAGAZINE THE MEATPACKING

INDUSTRY Chooses TO READ

15 WEST HURON ST., CHICAGO 10, ILL.

★ 18 EAST 41st ST.,  NEW YORK 17 ★

THE MODERN BLACKBOARD

For
Teachers, Lecturers,
Demonstrators,
Training Instructors



THE SPEAKER always
FACES THE AUDIENCE



**Screen
Scriber!**

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times...uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For use in Industry, Advertising Agencies, Sales Groups, Schools, and Training Centers.

Portable
Lightweight (only 7 lbs.)
Easy to use

The price of Screen Scriber is \$61.00. For more complete details, write our National Distributor, Burke & James, Inc. (Dept. 42), 321 South Wabash Ave., Chicago 4, Illinois.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

Needed... A New Sales Title: Director of Distribution Research

Advocates of this new job function look upon it as a natural development in scientific sales management. Here's a concise description of the idea and the results it can bring.

BY CHARLES W. SMITH

Associate Manager, McKinsey & Co.

The objective of every company's research is to produce a more salable product or service. Many companies are not fully achieving this objective, however, because their research activities are so highly departmentalized.

Because production activities customarily head up to a single executive, research on production problems tends to be better organized and more effective than research in the field of distribution. Distribution research, on the other hand, to be fully effective, usually requires the cooperation of a number of operating executives.

A study of warehousing, for instance, may involve research by several company departments to determine all of the factors that make warehousing costs too high. As viewed by each operating department, the reasons for high warehousing costs might be as follows:

1. Accounting: Clerical and handling expenses are excessive because the product line contains too many slow-moving items that clutter up in-

ventory records and take up valuable warehouse space.

2. Sales: Warehouse stocks are excessive, or transportation costs are too expensive, because orders are scheduled for delivery in a shorter time than the trade actually requires.

3. Production: Inventories are excessive because manufacturing schedules are set on the basis of economical production runs, rather than on the basis of actual customer requirements.

4. Finance: Limitations imposed on the amount of working capital tied up in finished goods inventories make it impossible to carry adequate stocks, thereby causing excessive numbers of partial shipments and back orders.

How to Apply It

These are the nine action steps you should take—and the benefits you'll obtain—through your director of distribution research.

COMING...

What Does It Cost to Operate A Salesman's Car Today?

An expert auto cost accountant answers this question in terms of United States "cost areas." His figures will help you to look critically at your own automobile costs.

By R. E. Runzheimer
Runzheimer & Co.

Do this . . .

1. Streamline Product Line
2. Improve Finished Goods Inventory Planning and Control
3. Gear Warehousing and Delivery System to Actual Customer/Account Service Needs
4. Audit Distribution System by Making Trade or Dealer Outlet Analysis
5. Analyze Sales Potential by Product Lines Geographically
6. Streamline Order Processing and Billing Procedures
7. Apply Modern Materials Handling Methods in Distribution Systems
8. Improve Packing and Shipping Methods
9. Train Salesmen to Make Maximum Use of Their Time

when you want

Raise inventory turnover.
Simplify inventory controls.
Reduce inventory obsolescence and deterioration.
Make sales promotion easier.

Lower inventory investment.
Reduce back orders and partial shipments.
Lower production costs by longer production runs.

Increase volume as a result of greater satisfaction with company service.
Lower physical distribution costs through reduction of need for emergency shipments.

Improve planning and direction of sales promotion and advertising expenditures by showing up inadequacies in channels of distribution used to reach various segments of the market.

Target specific markets where sales volume can be increased.
Provide basis for determining location of plants and warehouse facilities.

Reduce order filling and invoicing errors.
Cut time spent by salesmen in adjusting accounts.
Reduce order cycle time and increase customer satisfaction with company service.
Reduce clerical expense.

Increase capacity of existing warehouses.
Reduce unit costs of handling and storing goods.
Reduce order cycle time by faster filling of orders.

Make packing and packaging not only better but less expensive.
Reduce damage claims.
Lower shipping weight and costs.

Enable salesmen to spend larger share of time with key accounts and on worth-while activities.
Increase productivity per solicitation man hour.

A. D. BELT, it's a pleasure to play host to the Royal Family of Desserts so often!

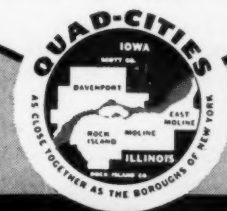
That goes for all four Royal Puddings, the seven Gelatin Desserts, a trio of Tapioca Puddings, Custard Flavor Dessert, and Royal's Lemon Pie Filling! We might add that the pleasure mounts when we note that you — like most food-products advertisers — choose the Times-Star to carry a large share of your Cincinnati-area newspaper advertising. Thanks for sending Royal advertising our way so often!

72nd IN RETAIL SALES

among Sales Management's
162 Metropolitan Areas

Steadily increasing is the standing of the Quad-Cities among the 162 standard metropolitan areas. Now in 72nd place for retail sales volume, the Quad-Cities continues to grow. And growing with this community for over 25 years, WHBF is a powerful influence in the homes of over 240,000 Quad-Citians—quality people who buy quality goods—yours included, if you so desire.

Les Johnson—V.P. and Gen. Mgr.



Quad-Cities' favorite

WHBF AM
FM
TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery-Knodel, Inc.



LIFE SAVERS' GIRLS: They smile—and they know how to handle "wolves."

40,000,000 Samples

Life Savers Corp. believes the product is its own best advertisement. That's why they spend 20% of their total appropriation for promotion to give customers a real taste.

**Based on an interview by Etna M. Kelley with
G. C. YOUNG, Advertising Manager, Life Savers Corp.**

Life Savers Corp. has built a \$35,000,000 retail sales volume in a five-cent candy item, which means a whale of a lot of over-the-counter sales. Such volume does not just happen. It has to be gone after. Life Saver executives know that sampling played a big role in capturing the business.

Why has the company gone in for sampling on such a large scale? Most Americans know what Life Savers are. They are widely displayed in many different types of retail outlets. With sales volume so high, it is safe to say that our per capita consumption of the famous candy "with the hole in the middle" must run to five or six packages a year. But Life Savers' management knows that even though some individuals buy quite a

few packages each year, others buy none at all. Besides, a new crop of prospects looms up over the horizon each year. So the company makes a good try at giving all these prospects a chance to taste its product. In 1951 it distributed about 40 million miniature packages as samples, in key cities throughout the United States.

If you received one of these millions of samples, you more than likely remember the occasion, since there was an element of showmanship in it—quite different from the receipt of a sample package of soap flakes or cereal. You were probably in a store—though you may have been on a crowded street. The donor was a smiling, personable young woman, size 14, wearing a colorful red, white and blue satin uniform. Crowds fol-

lowed her as she went along and surrounded her when she stopped. There may have been wolf calls, which she passed off good-naturedly. There may have been cheers, and there was certainly some lively banter, which the girl tried to steer into a discussion of the merits of Life Savers.

There was much more to this performance than the layman would realize. The girl you saw was one of an army in action in many parts of the country: all attractive and well-trained, all wearing similar uniforms, all making their rounds in high-traffic shopping areas. Though you probably did not notice *him*, there was a supervisor near her. She, and all the others in the army were working according to a carefully planned schedule, so many to a city, staying for specified periods, distributing a specified number of samples, then going on, each girl to a designated city on a list of almost 200 covered in this manner.

Through the years, Life Savers has conducted so many sampling campaigns that they might be considered routine by now. Most of the details are left to two organizations that do the hiring and supervising, and handle the very important assignment of having the uniforms dry-cleaned and routed. But Life Savers' sales and advertising staffs also keep close watch on the entire operation, extracting maximum benefits in publicity, good will and sales results.

The two organizations that handle the "mechanics" of the operation are Western Union and Advertising Distributors of America, Inc., with territories divided in accordance with local conditions.

How does Life Savers go about planning its sampling operations for the year? It requires a good bit of blueprinting, with close attention to details.

First, there's the budget, with the appropriation coming under the head of advertising. The company uses other conventional forms of advertising, notably radio and magazine (in color); but about 20% of the total in a given year is likely to be allotted for sampling. Young & Rubicam, Inc., is the company's advertising agency, and is in accord with the importance of sampling in their selling operation, but takes no active part in this phase.

Next comes the decision on density of coverage. Usually there are two major campaigns, one in spring and one in fall. The total number of units to be distributed throughout the year is decided upon. Generally it evens up: If more units are given

**any
advertising
schedule
for
the Detroit Market
which
does not include
The Detroit Times
reduces
your sales
potentialities
50%**

*You're Missing Something
If You Miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE



**Only ONE Station DOMINATES
This Rich, Growing
15-COUNTY MARKET
With FOOD SALES of \$124,756,000***

* Sales Management 1952 Survey of Buying Power

WSJS

The Journal-Sentinel Station

WINSTON-SALEM

AM-FM

NBC Affiliate

Represented by:
HEADLEY-NEED CO.

away in the first campaign, the number will be less in the second, and vice versa. Flexibility is attained through varying the population range of cities to be covered. If maximum density is desired in a particular campaign, cities of as little as 50,000 population might be included. If the campaign is to be a "light" one, coverage might be confined to cities of 100,000 and up. The number of units to be distributed, the length of the drive in each city, the number of girls working—all are worked out timetable fashion. There's a route sheet showing all these factors.

It also shows how the girls are routed, starting with the larger teams in metropolitan centers, and then fanning out, sometimes as "singles" to smaller cities. Of equal importance is the routing of the uniforms, with two available for each girl, one to be at the dry-cleaner's as she wears the other.

Finally, there must be arrangements to have the samples roll off the production line, for shipment to each city as needed. The candy disks are the same as those normally sold, but only about one-half as many are packaged in the miniatures used as samples. These, like the uniforms and sample kits, are sent to the local distributing offices of Western Union or Advertising Distributors, whichever is handling the particular local operation.

Another step in planning is to prepare the entire sales staff to capitalize on the campaign. The company makes a point of having its several hundred salesmen in on the act. They know not only the day of the week when

the samples will hit their territories; they also know approximately the time of day the girls will be in a particular part of the city. Ideally, they should be in readiness to cover their territories, order book in hand, within three days after the close of a campaign, to take advantage of the good will developing from it.

Here's what a route sheet would show, in part, for the New England area, during a heavy-density campaign: For Boston, for example, there should be 51 cases of samples available, to provide 76,500 samples to be distributed during a seven-day period, by four girls. For the use of the girls, there should be eight uniforms and kits on hand. The kit is a giant-size metal reproduction of the Life Saver package, with the design imprinted in color, and with an over-the-shoulder strap, which leaves both hands free for handing out samples. (They are made by Robin Skall Display Case Co., Brooklyn, N. Y.)

Schedules Are Rigid

If, as actually happened, the girls worked from March 17 to 24, eight uniforms were dry-cleaned for them during the March 3-10 period. On the last day of their working period, the 24th, uniforms were shipped to the next cities on the list, to be cleaned there. These were in addition to clean ones already awaiting the girls.

Going down the route list, we see that seven cases of candy were sent to Cambridge, where 16,500 samples were to be distributed; seven to Somerville; five each to Quincy and New-

ton; four each to Medford and Malden; 17 to Providence; five to Pawtucket; 13 to Worcester; 10 to Springfield.

And this was the picture for a New Jersey area. Twenty cases were sent to Jersey City, where 30,000 samples were to be distributed by two girls in six days. They worked from March 17 through March 22. One went to Paterson and the other to Elizabeth. The one who covered Paterson stayed five days, distributing 13,500 samples, and went from there to Passaic.

In a sense, the campaign hinges on the samplers' uniforms, which are very important in the program. Made by Brooks Uniform Co., New York, they cost about \$55 apiece and last through several campaigns. Brooks has been making them ever since Life Savers adopted sampling shortly after the company was founded. Through trial and error, they have evolved to a point highly satisfactory to both wearers and Life Savers. They are standard size, all fourteens, but somewhat adjustable, having elastic in the waistbands. Brooks did considerable experimentation and testing to find material which is perspiration-resistant and sun-resistant. (The work is usually done in fine weather—which contributes to the success of the campaign but is hard on fabrics.) The present version is a two-piece outfit, white satin blouse with Royal blue skirt and apron. Embroidered decorations are chiefly red, and in nautical designs, appropriate to the Life Saver theme. For cool days, there is an Eton jacket of rayon gabardine with long sleeves and snap-on cuffs, trimmed with red and blue braid.

There is also a three-quarter-length coat with cape collar for even chiller days. Skirt lengths follow current fashions. At one time the girls wore slacks, but these were superseded by skirts, which proved more satisfactory to a larger number of wearers.

Though Life Savers is in a class by itself, and not all of its sampling procedures are adaptable to other products, some of the principles the company has evolved in its long and extensive experience merit study by others. Here are a few:

Reach the Maximum Number

1. Since the investment in a sampler, her outfit, the merchandise, etc., is sizable, see to it that she reaches as many persons as possible. (This is why Life Savers schedules the campaigns for seasons when the weather is likely to be fine.)

2. Work only in high-traffic areas, preferably inside buildings. A store that sells Life Savers is an ideal location, if both large and busy; but any kind of store or public building meeting those conditions can be good. A store is better than the street because people are less likely to be hurried, and are more likely to be receptive to

the idea of consideration of the merchandise, more likely to ask questions and to give the sampler a chance to talk about the product.

Supervise the Samplers

1. Life Savers has a supervisor who goes along with each unit of five girls. He is needed to keep them on schedule. He is also handy when it comes to discouraging too persistent "wolves" (though most girls are tactful and resourceful in this on their own behalf). Life Savers' supervisors travel by car and keep reserve stocks of the candy to replenish supplies for the girls' kits as needed.

Choose the Right Girls

1. Because of the nature of the product, the girls should be attractive in a wholesome way, not necessarily pretty — though it helps — but pleasing. Life Savers sums it up: "We want the kind of girl you would be glad to introduce to your mother."

2. Choose a "happy" girl, one who smiles easily. She is the type most likely to make friends for the firm. Paying her well helps.

3. Choose a size 14, to fit the uni-

form. There would be too many problems in attempting to provide uniforms for girls of various sizes, plus the chance of discomfort if the fit were wrong; and self-consciousness, if a girl felt that the costume were not the right size for her. (It goes without saying that the uniforms should be kept freshly cleaned and in good repair.)

The Best Time for Sampling

1. Except for the requirement—schedule the operations in seasons when the weather is most likely to be pleasant, avoiding extremes of temperatures—Life Savers believes that sampling can be done at any time. If there is a new product to be introduced, however, results are particularly good.

Summing up, Life Savers Corp. is convinced of the value of sampling. The product is well adapted to it, being small, relatively inexpensive, nonperishable for the most part. Then, too, their market is almost universal, so that there is no "waste circulation" in the operation. The system has admittedly done much to build Life Savers' sales volume to its current high peak.

What Every Sales Executive Should Know About Long Distance Moving!

Everything's planned on paper . . . before anything's put on the van. That's how United Van Lines *Pre-Plans* every move.

Your personnel are certain that their precious possessions will be properly packed and moved—in United's clean, @Sanitized vans.

Have your next executive or employee move *Pre-Planned*. Call your United agent, listed in the classified phone book.

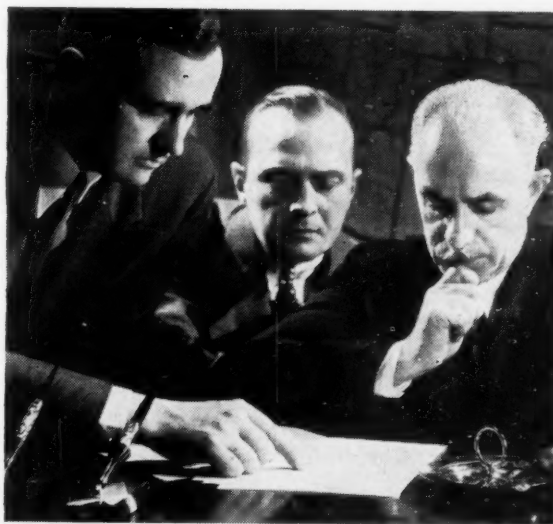
WHAT WILL THE MOVE COST?

Write for FREE United Rate Calculator . . . it will help you determine moving costs. We also send a United Moving Kit, containing many helpful moving hints.



UNITED VANS EXCLUSIVELY ARE @SANITIZED FOR YOUR PROTECTION

United VAN LINES, INC.
Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada



Mail this handy coupon today, without obligation

United Van Lines, Inc.
St. Louis 17, Mo.

3225

Without obligation, please send free Rate Calculator and Moving Kit.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ STATE _____

Too hot to think about Christmas?

**NOT IF YOUR PRODUCT
IS SUITABLE FOR
CHRISTMAS GIVING
BY BUSINESS FIRMS!**

Wouldn't you like to

... bring your product to the attention of the executives who will have top-voice in their company's selections ... at the time when they are actively considering this question and looking for ideas.

You can do this most effectively *within the actual pages* of SALES MANAGEMENT's report on "When a Corporation Says 'Merry Christmas' to Its Friends." A manual on planned gift-giving based on a survey of Christmas gift practices and policies of more than 1,500 companies. To appear in the September 1 issue, selected as the ideal time for treatment of this subject by over 250 manufacturers of gift products.

**Do Your Christmas Selling
When Corporations Are Doing
Their Christmas Gift Planning**

For complete advance
information write

SALES MANAGEMENT
386 Fourth Ave.
New York 16, N. Y.

Shop Talk

Salesmen Wanted

Judging from SALES MANAGEMENT's editorial mail, there must be thousands of companies looking for qualified salesmen. And judging from the tenor of the inquiries, most of these companies are still hoping to find some easy way to find them and get them into production.

In answer to such letters, we must say, with the most discouraging monotony, that we know of no way to find salesmen except the hard way. And that hard way embraces (1) provision of the time and money it takes to do the job; (2) exploration of every possible source for uncovering likely candidates; (3) careful screening and investigation by competent people; (4) having something to offer besides a kit of samples, a price book, and a straight commission payment plan.

This eternal manpower headache is ours because we are in an expanding economy, and that's good. It's with us because so many companies have a shockingly high rate of turnover on the sales force, and that's bad. And it's with us because *something somewhere in policies and our management is either outdated or inefficient*. It's this last situation that interests me the most. It's getting the least attention when it deserves the most attention. If we're always on the losing end so far as manpower is concerned, and we never have the experience of good men being *attracted to us*, we have some kind of professional halitosis.

When a potentially good man says "not interested" to a proposal that he join a sales force, the real reasons for his disinterest are seldom apparent to the interviewer. A man can and will think up, usually, a "polite" reason why he isn't interested. If he were to be candid and truthful, some of the *real* reasons why he doesn't want to work for the company in question might come out about like this:

The company is one that seems to operate on an opportunistic basis. It seems to have no fixed policies, rigidly adhered to. There is something wrong with its ethics—its way of doing business. In short, it just doesn't have a good name.

The company doesn't give out the impression of being progressive. It doesn't appear to engage in much market or product research. It prefers to try to continue to operate under policies and methods that were established by somebody's grandfather. It's actually in its senescence, but doesn't know it.

The company's manpower policies are weak. It may be full of parasite relatives. It has no policy of promotions from within its own ranks. It is full of internal politics. It's whimsical in its dealings with all employees.

The company imagines weekly bulletins and twice-yearly conventions are a substitute for sales training. (The best sales candidates today realize their need for training. They consciously seek out com-

panies known to sponsor strong sales education departments.)

The company's sales compensation plan is weak, unrealistic, outdated, or lacking in appeal as compared with what competition offers.

The "other benefits" that go along with compensation (pension and retirement plans, insurance, hospitalization, to mention the three basics) are missing. (Recognition of the need for such benefits is now so general that any company that fails to provide them is at a disadvantage when it comes to seeking new sales talent.)

Something's wrong with the working climate. An example of this: The company provides no readily available, well-understood plan for what the personnel experts call "grievance drainage." When a salesman develops a grievance, the company ignores it, tries to make believe it isn't there.

Even the men who have worked for the company for years and have admittedly done a better-than-adequate job never hear a word of praise from a superior officer, never get any recognition for exceptional effort and results.

This list does not, by some length, exhaust the reasons why it is so hard for some companies to get and hold capable salesmen. But it does include some of the reasons which management men are the least willing to recognize as causal to their difficulties. Too many of these companies shy away from the brutal kind of self-examination which would bring such conditions to light. And too many sales managers are unwilling to go to the mat with their boards of directors and executive committees to get correction for conditions which so seriously work against any reasonably permanent solution to manpower difficulties.

Years ago SALES MANAGEMENT carried an article with the headline, "Finding Good Salesmen Is a *Selling* Job." That statement was wholly true at the time, is even more important today as a practical point of view for companies beset with sales staff shortages. When you sell, you must remember that you are in competition. And what you have to offer must be a value in comparison with that competition.

When you sell you must offer benefits to your prospect. You must show him why a given course of action is in his selfish interest. You must talk in terms of his wants and needs. Let's not forget that never, in any survey ever made among salesmen, did money show up as the first and most important consideration in their job-relations. We know, by now, that there are usually three things equally or more important. The salesman is a human being, and he reacts to his job conditions almost exactly the way people in any other trade or profession react to theirs: He wants security, opportunity and recognition along with his pay check.

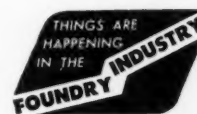
I, for one, do not believe these considerations are inconsistent with drive, initiative and resourcefulness. I do not believe salesmen have gone soft because they want and seek some old-age security. I do not believe the companies that accept these ideas as reasonable and deal with their salesmen accordingly are having more than routine adjustment troubles in maintaining full sales forces, happy sales forces, productive sales forces, and loyal sales forces. They get these results because the management realizes it has to earn these things. They're earned through sound and honest policies, recognition of human values and capable leadership.

Perhaps instead of spending so much emotion and conversation bemoaning the scarcity of good men and the restlessness that plays such hob with turnover figures, we need to engage in some searching self-appraisal. Maybe we're the kind of company that can't expect the services of able men. If so, why?

A. R. HAHN
Managing Editor.



Wherever you find Foundrymen... you will find **FOUNDRY**



In one of the most extensive studies* ever undertaken in the foundry industry, foundrymen told what publications they read and what publications they find most useful. FOUNDRY received this overwhelming "vote of confidence".

*We will be happy to show you this complete report. Just drop us a line or ask the man from FOUNDRY.

	FOUNDRY	Publication A	Publication B	Publication C
Readers	596	270	332	205
"Most useful publication"	303	51	35	16

To the question, "Which publication do you find most useful?", FOUNDRY received nearly six times as many votes as the next publication, and twice as many votes as all other publications combined!

To get your product story over to the dynamic foundry market, tell it in FOUNDRY. It will reach over 45,000 foundrymen who influence buying in the foundries which account for 94% of all castings production.



Do You Have This Marketing Guide?
"How To Sell The Foundry Market" is free. Write us or ask your FOUNDRY representative and a copy will be mailed to you.



FOUNDRY

A Penton Publication
Penton Building
Cleveland 13, Ohio

SPECTACULAR!



**Only 5 cities in the
United States have
Sunday newspapers with
circulations larger than
MINNEAPOLIS SUNDAY
TRIBUNE
620,000
in the Upper Midwest!**

COMING . . .

Objections
Indifference
Enthusiasm

...management — and then
salesmen — went through this
cycle when it came to using
three-dimensional photographs
as sales aids for Timber Struc-
tures, Inc.

BBDO Lays \$104 Million On the Line

(continued from page 25)

Cranberry Association, New York; Pfeiffer Food Products, Buffalo, and Spreckels Sugar, San Francisco.

Another agency, Benton & Bowles, boasts that 25 of the 30 products it promotes nationally "rank first or second in their fields." Yet despite such strong leaders as du Pont, G-E, U. S. Steel and United Fruit, many BBDO clients are contenders: Luckies are outsmoked by Camels. DeSoto is outdriven by four General Motors cars and others. Royal Crown is third in colas and Goodrich fourth in rubber. Schenley is outpoured by Seagram, and TWA outflown in passenger mileage here and abroad.

The agency's people emphasize: "This keeps us on our toes. We have to help our clients sell harder."

BBDO's gain of \$16.7 million in billing between 1950 and 1951 exceeded its entire annual billing in the mid-30's. Three-fourths of it came from older accounts. Effects of the recent additions are just being felt.

The ups, and then the long downs, and then the steady ups in the 23 years of Batten, Barton, Durstine & Osborn have been:

Year	Billings
1929	\$32.6 million
1930	31.4
1931	26.6
1932	17.3
1933	14.8
1934	16.2
1935	15.7
1936	19.4
1937	20.3
1938	17.5
*1939	20.2
1940	21.7
1941	23.5
1942	25.2
1943	27.6
1944	33.7
1945	43.0
#1946	50.4
1947	59.1
**1948	71.3
1949	81.4
1950	87.4
1951	104.1

*Durstine left in April; reorganization started.

#Duffy and "younger group" take over in March.

**Lucky Strike account added in April.

In the three years 1933-35 profits were negligible, and in 1932 and 1938 BBDO was in the red. But for the last 13 years, on steadily mounting volume, it has made money . . .

The sources of its business have broadened.

Although Lucky Strike's \$14 million in 1951 represented one-seventh of BBDO's total, five others spent more than \$3 million: DeSoto, du Pont, U. S. Steel, Schaefer beer and Wildroot.

The 17 which spent from \$3 to \$1 million were Standard of California, Armstrong Cork, G-E, Curtis Publishing, Rexall, TWA, Minnesota Mining & Manufacturing (Scotch tape, etc.), Emerson Drug (Bromo-Seltzer, Tips), Goodrich, Hormel (Spam, etc.), Ethyl gasoline, American Radiator, Timken Roller Bearing, Fort Pitt Brewing, General Mills (p.r. advertising, appliances, some grocery products, etc.), Oneida Community silverware, and Lever.

Packaged goods now represent 60% of total billing. Of the 127 accounts, the largest single group—22—are in foods and groceries. Ten are drugs and cosmetics and 9 utilities and transportation (including Northern Pacific Railway, TWA and North American airplanes, but not DeSoto and Goodrich); nine, industrial and farm equipment; seven hard and one soft beverages; six communications and publishing. Others include clothing, building materials, optical, insurance, cigarettes, clocks, hearing aids and hotels, banks and business machines, fuel and retail stores.

Regional Accounts, Too

BBDO's utility accounts extend from Con Edison and New York Telephone to Pacific Gas & Electric and Pacific Telephone. Its five brewers ferment from Brooklyn, N. Y., and Sharpsburg, Pa., to Chicago and Minneapolis. Its crackers are baked in Illinois and Pennsylvania.

It appears to be building business across the map.

But actually New York still handles about half the total billing and largely serves three-fourths of it. New York does accounting, billing and checking for all offices. San Francisco-Los Angeles combined (Hollywood being only a broadcasting branch of LA), Pittsburgh and Minneapolis each "originates" about \$10 million. The other five offices

THE MIAMI HERALD

4 Times First in the Nation

DURING THE FIRST FOUR MONTHS OF 1952 THE MIAMI HERALD WAS FIRST IN FOUR MAJOR CLASSIFICATIONS OF ADVERTISING...

- 1. In Total Advertising among all Morning Newspapers**
- 2. In Classified Advertising among all Daily Newspapers**
- 3. In Total Display Advertising among all Morning Newspapers**
- 4. In Total Automotive Advertising in all Newspapers**

MEDIA RECORDS		Four Months - 1952	
TOTAL ADVERTISING of the First Fifty MORNING PAPERS		CLASSIFIED ADVERTISING of the First Fifty MORNING PAPERS	
	Lines		Lines
1. MIAMI HERALD	10,174,392	1. MIAMI HERALD	3,349,810
2. Chicago Tribune	9,685,708	2. Cleveland Plain Dealer	3,269,667
3. Los Angeles Times	9,540,927	3. Los Angeles Times	3,217,357
4. Phila. Inquirer	7,238,776	4. Chicago Tribune	2,937,751
5. New Orleans Times Pic.	6,963,479	5. Los Angeles Examiner	2,187,852
6. Dallas News	6,900,011	6. New York Times	2,176,660
7. Cleveland Plain-Deal.	6,604,231	7. Cincinnati Enquirer	2,164,079
8. New York Times	6,598,272	8. Dayton Journal Herald	2,130,482
9. New York News	6,484,448	9. Baltimore Sun	2,094,545
10. Memphis Commercial Appeal	6,464,271	10. Philadelphia Inquirer	2,035,646
TOTAL DISPLAY ADVERTISING of the First Fifty MORNING PAPERS		AUTOMOTIVE ADVERTISING of the First Fifty MORNING PAPERS	
	Lines		Lines
1. MIAMI HERALD	6,795,696	1. MIAMI HERALD	702,189
2. Chicago Tribune	6,745,304	2. Jacksonville Times Union	358,453
3. New York News	6,442,043	3. Rochester Democrat & Chron	340,357
4. Los Angeles Times	6,319,788	4. Detroit Free-Press	339,878
5. New Orleans Times-Picay.	5,376,370	5. Dallas Morning News	296,827
6. Philadelphia Inquirer	5,138,205	6. New York Times	202,069
7. Memphis Comm. Appeal	5,106,481		
8. Dallas News	4,875,782		
9. Norfolk Virginian-Pilot	4,569,996		
10. New York Times	4,404,328		

Of the 82 classifications measured by Media Records, The Miami Herald leads in 75, Miami's second paper in only 7.

Why don't *you* start profiting from The Miami Herald's proven dominance of the *billion dollar* Gold Coast Market?



JOHN S. KNIGHT, Publisher
STORY BROOKS & FINLEY, National Reps.
 Affiliated Stations — **WQAM, WQAM-FM**
MIAMI -- An International Market



**COMPARE
THE RATE**
300 POUNDS DOOR-TO-DOOR
NEW YORK TO LOS ANGELES
SLICK \$68.70 Overnight Delivery
Air Express \$232.20 Overnight Delivery
Rail Express \$52.17 4-7 Days Delivery
SHIP SLICK AIRFREIGHT
You save dollars and time with Slick's
low Airfreight rates, prompt pick-
up and delivery and frequent
daily scheduled flights serving
32 principal cities of
the nation.

Slick airways inc.

Burbank, California ★ Offices in principal cities

A CERTIFICATED SCHEDULED AIRFREIGHT CARRIER

"BUSINESS GROWTH PARALLELS NEWSPAPER LINEAGE GROWTH"

"When analyzing the service that a newspaper offers to an advertiser, I use this standard: Can the newspaper do the job that must be done? In other words, can enough people be reached by the newspaper who can be influenced by advertising placed in it?" says Wilford Wilcox, manager of Bekins Furniture Co., one of the largest furniture stores in the midwest and in the Sioux City retail trade area*.



W. Wilcox

"Our continuing records show," Mr. Wilcox continues, "that the Sioux City newspapers are our best Sales Builders! In 1951 we used more than 18,265 inches of advertising in the Sioux City Journal and Journal-Tribune with great success. In fact, the continued growth of our business has run parallel with the growth of our advertising lineage. I know the Sioux City Journal and Journal-Tribune newspapers are the dominating advertising medium in Siouxland* because they have proven it!"

*Sioux City Retail Trade Area
(49 Counties in Iowa, Nebraska, South Dakota and Minnesota)
Population—818,400 "Buy-Minded" People.

How Koret Takes the Gamble Out of Sales Forecasting

In women's apparel, business management is traditionally by gosh, by guess, and by prayer. Anything approaching scientific sales and management control is practically unheard of. But Koret achieves it. This story tells how.

divide \$20 million between them.

Although only 28 of the 127 clients make their headquarters in its metropolitan area, New York reaches out to embrace Royal Crown in Georgia, Emerson Drug in Baltimore, Armstrong and Curtis in Pennsylvania, Remington Arms in Bridgeport, and works closely with Detroit, Pittsburgh, other "eastern" offices.

From Minneapolis and Chicago to California, however, Jack Cornelius has created a somewhat separate operation. He took over the Minneapolis offices in 1933; later added SF in Chicago and LA, and built western billing from \$774,000 in 1933 to \$20 million in 1951.

Still Not "National"

Still BBDO is not "national." In 33 states it has no clients at all and in each of seven states it has only one. In big Michigan, for instance, it has only DeSoto. Forty-six of the 127 are in New York State, 18 in Massachusetts, 15 in California, 13 in Pennsylvania, 11 in Minnesota, 10 in Illinois, five in Ohio and two in Connecticut.

Among advertising media used, the "balance" may be better.

Despite the recent rapid rise of television, general magazines and newspapers in 1951 continued to get the largest parts of the total. The "standings" were:

General magazines	\$23.4 million
Newspapers	22.2
Radio	20.2
(time \$13.2; talent \$7)	
TV	17.3
(time \$10; talent \$7.3)	
Business publications	5.6
Outdoor	4.1
Farm publications	1.8
Car cards	1.4
Mechanical production	7.4
Total	\$103.4 million

The balance of the \$104.1 million includes such media as motion pictures and telephone directories, fees, and miscellaneous.

In 1946, when billing was \$50.4 million—and TV not yet a factor—\$15 million was spent in magazines,

SALES MANAGEMENT

\$14 million in radio, \$10 million in newspapers, \$4 million in business and farm publications (which BBDO lumped together), and \$3 million in outdoor and car cards.

And in 1941, \$23.5 million was divided: \$9 million for magazines, \$5 million for newspapers, \$4 million for radio, \$2.5 million for trade and farm, \$2 million for outdoor and car cards, \$1 million all others.

Percentage-wise, in the last five years, newspapers alone seem to have resisted TV's onslaught. Although BBDO's "broadcasting" reached a record 36% last year, radio's part of it dropped from 28% to 19%. Magazines declined from 30% to 23%. Newspapers rose from 20 to 22%.

Dollar-wise, however, BBDO people say that 70% of their TV expenditures are "new money," not taken from other media.

To prospective clients the agency emphasizes that it has "no set formula that favors one medium over another."

BBDO sells and serves on a group basis.

It has no formal new business department. Presentations are made jointly by such men as President Duffy and executive v-p's Danforth

Yes, We Have Reprints!

Sales Management's Readers' Service Department can fill orders immediately for the 16-page feature, "17 Tested Ways to Improve Manpower Leadership," by Burton Bigelow, which appeared as a special insert in the June 15 issue. The editors consider it the finest article on the subject of leadership for the sales organization this magazine has ever printed. It should be passed on to every sales executive in your company.

Prices: one to twenty-four copies: 75c each. Twenty-five to ninety-nine copies: 50c each. Prices for larger quantities on application. Address Sales Management, Readers' Service Bureau, 386 Fourth Ave., New York 16, N. Y.

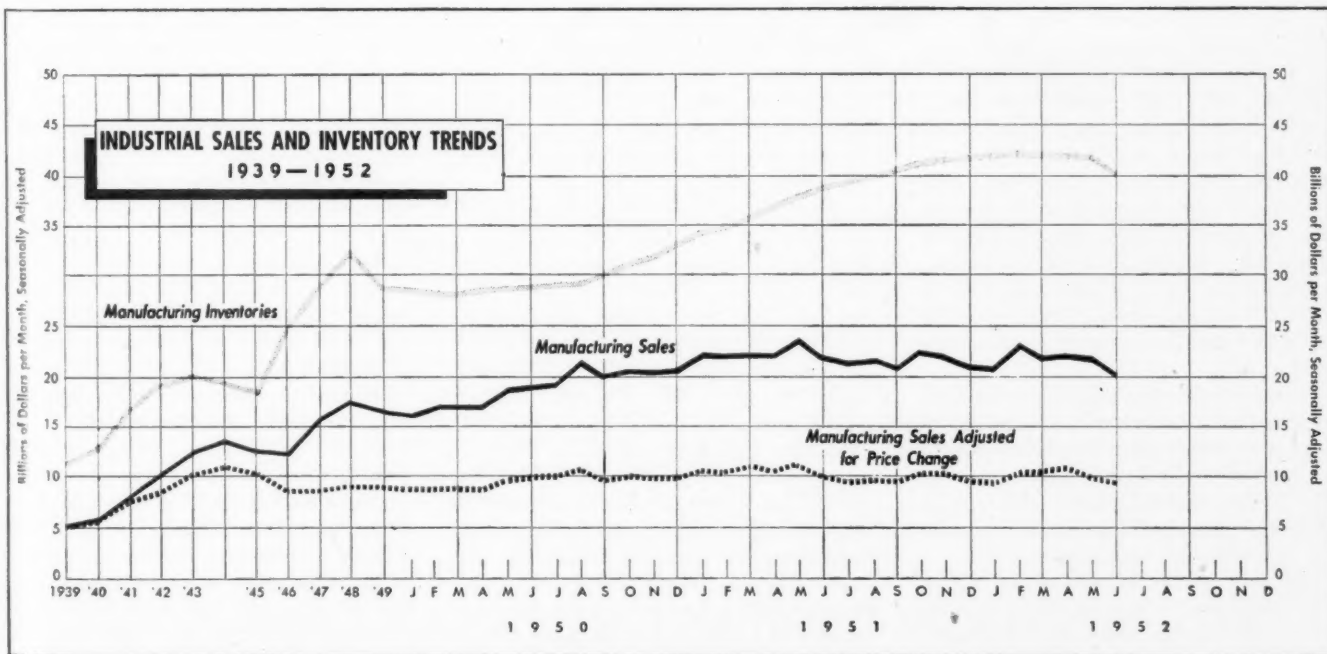
(who keeps a special eye on new business, as well as client relations and the agency's personnel), Manchee and Brower. Cornelius directs solicitations in the West.

Prospects are told that "BBDO client loyalty and our growth in recent years" stem from "applying sound, factual recommendations to sales, merchandising and advertising problems."

For instance, Wildroot—now \$3 million—started with BDO in 1919 on less than \$200,000, and has climbed to first in hair tonic sales . . . Cream of Wheat annually gets a larger share of hot cereal volume . . . Other case-histories include the ability of My-T-Fine desserts to meet nation-wide rivals by concentrating a limited budget in local markets, and Spam—which now does one-third of all the volume of 100 brands in its field.

Some examples are current news: In three years Wynn Oil Co. of Azusa, Calif., has extended nationally distribution of a friction-proof motor oil "additive," and has stepped up advertising expenditures from \$30,000 to \$500,000 . . .

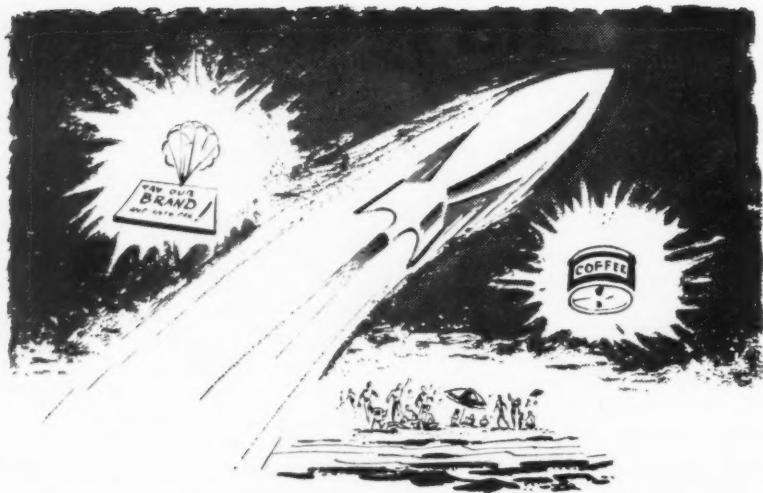
The last part of this two-part article will appear August 1.



The steel strike cut into manufacturers' sales heavily in June, bringing the total down to \$20.5 billion (seasonally adjusted), which in terms of 1939 wholesale prices for manufactured goods would

represent about \$9.4 billion, not quite double the 1939 level. Inventories, too, are getting dangerously low, so that summer output will be lowered even if settlement comes soon.

Advertising



FOUR-HUNDRED FEET UP . . . "Each shell explodes, discharges a huge dummy of your product or trademark, which floats slowly down to earth . . ."

New Medium—Rockets; Trademarks Go for Skyride

For years a handful of adventure-some advertisers have taken to the sky to tell their stories. In large metropolitan areas groundlings have stiffened their necks watching skywriters spell out I. J. Fox, seen lighted blimps cruise with forthcoming motion picture announcements, watched airplanes pull streamers spelling out everything from county fair attractions to tire trade names. And last month a new medium blazed a sky trail.

It's called the Sky-Eye Rocket, works like a German V-2, and promises to convert crowded beaches into a captive audience. Here's the way the International Division, Aluminum Reserve Corp., New York, creators of Sky-Eye, set the scene:

A fast motor launch skims along the shoreline, shooting rockets 400 feet into the air. Each shell explodes, discharges a huge dummy of your product or trademark, which floats slowly down to earth. Or a parachute with a suspended signboard can be

released instead. Consider the effect, says ARC: "A crowded beach on a summer weekend, an explosion in the sky, and thousands of eyes staring up at your product, your trademark, your sales message . . ."

This summer, the 50 million bathers who flee to Long Island, N. Y., beaches to escape the heat (and possibly radio and TV commercials) will get a sample of the rocket advertising—every 30 minutes. Shots will be fired every half-hour, will cost the advertiser about \$50 a blast.

By next fall ARC hopes to sign contracts on a national basis with big advertisers, carry the rocket idea to the West Coast. ARC is currently negotiating with two major cigarette companies for summer rocketing, already has a national soft drink company talked into exclusive use of rockets in certain areas through 1953. ARC will not sign competitive companies in any one geographical area.

Later, ARC hopes to broaden its audience, bang away at lakes, resorts,

parks; the company is not overlooking intermission time at collegiate and professional baseball and football events.

Invented and used in Germany, the rocket medium has already advertised German tires, cigarettes, Coca-Cola and the Volkswagen, a German automobile.

Sky-Eye Rocket, tested and OK'd in April at the Bureau of Explosives grounds, South Amboy, N. J., has been classed as "special fire-works" under the Inter-State Commerce Commission regulations. ARC's address: 614 W. 58th St., New York 19, N. Y.

When People Say, "Ads Cost . . ."

You've had some of your non-advertising friends say to you something like this: "Sure, I believe in advertising. I know that ads cost only a fraction of a cent per pack of cigarettes."

"This is silly," declares John D. Yeck, of Yeck & Yeck, Dayton, O., direct mail specialists. "Who wants to pay a fraction of a cent *more* for a pack of cigarettes or a dozen oranges? . . . Who wants to pay *anything* more?"

"Advertising doesn't *cost* anything," Mr. Yeck pointed out in his talk before the Advertising Federation of America convention in New York, June 11. "It *cuts* costs. It saves money. If it didn't we wouldn't have advertising."

"Your head shakes. You agree . . . why don't people accept advertising, then, as a *good* thing? Millions of people are against advertising. Not just bad advertising. All advertising. How come?"

Mr. Yeck reminds the youngsters—and oldsters who may have forgotten—that some people once misunderstood production machinery; they cursed it, smashed it, passed laws against it, but that by and large people today understand mass production machinery's role.

Have we failed to really explain the function of advertising? "You measure advertising efficiency just like any other machine efficiency," declares Mr. Yeck. "When it reduces the cost, it is efficient advertising. When it does not reduce the cost it is not efficient advertising. The problem that faces a businessman is the problem of reducing the cost of trading. That is the problem advertising can help solve. That's why advertising exists."

(continued on page 106)



ARE YOUR SHIPMENTS GETTING **STOOD UP?**

If growing defense congestion
and vacation-time delays are kicking your
delivery dates around, here's good news for you:

You can eliminate worry about air shipping delays—that is, when you use **EMERY AIR FREIGHT**.

Why? Because Emery is the *only* transportation system in the World that uses *all* airlines, *all* surface transportation, passenger or cargo, express or freight... has instant access to everything that moves, in the air and on the ground!

A phone call to your local Emery office gets your shipment picked up within minutes at *any hour of the day or night, 365 days a year—yes, on any holiday, too!* At the other end Emery rushes it *directly* to the consignee, regardless of business hours.

So avoid needless headaches, missed deadlines, irritated customers... "Ship Emery" and make certain your shipments never get "stood up". And **REMEMBER**... when a customer

says "ship fastest possible way" he really means Emery—because Emery is faster and **MORE DEPENDABLE!**

Assure your clients and customers of the fastest and most dependable service. Call your nearest Emery office today and make your *own* test of "The World's Fastest Transportation System".



If you want to make *simultaneous* deliveries to every point in the Country at the same time, ask about Emery's **TIMED DELIVERY SERVICE.**



EMERY AIR FREIGHT CORPORATION

General Office: 801 Second Avenue, New York 17, ORegon 9-1020

Offices in: Atlanta, Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Dayton, Detroit, Hartford, Houston, Indianapolis, Kansas City, Los Angeles, Milwaukee, Minneapolis-St. Paul, Newark, Philadelphia, Pittsburgh, Rochester, St. Louis, San Francisco, Seattle, Syracuse, Washington, D.C. Agents in all other major cities and towns in the U.S.A.

Heard at Industrial Advertisers Confab:



—from the floor:

"If I were an industrial advertising executive, I would rid myself of the notion that there is 'advertising' on the one hand, and 'sales' on the other, declared J. L. Singleton, vice-president in charge of General Machinery Division, Allis Chalmers Manufacturing Co., Milwaukee.

"I would constantly remind myself and everyone else in the organization," he remarked, "that advertising and sales are not separate—and I'd never stop saying, and never stop believing, that advertising is as much an integral part of the sales effort as the sales force itself."

Mr. Singleton spoke at the 30th convention of National Industrial Advertisers Association, Chicago, June 30.



—in the corridor:

It shaped up like this: More case-history exhibits than ever before (390 of them) of successful advertising campaigns drew close inspection not only from younger advertising managers on their way up, but a healthy sprinkling of oldsters who were frank to admit they were looking for fresh variations of tested ideas.

A source of concern: The large number of ad campaigns with clearly defined objectives which lacked real effort to assess their success in meeting goals. Lack of proof was blamed on "oversold" conditions. But one ad manager asked:

"Does the manufacturing department stop making cost control checks just because the mill is running at capacity?"



—at the bar:

"If I were to go home and tell my president that we should cut out all advertising—and we have a \$150,000 budget—my top management probably would agree with me, and give me a substantial raise for being an astute executive," said one metalworking advertising chief. "Top management has to buy a lot of advertising on faith," he remarked, "and what we need is more proof of the effectiveness of industrial advertising."

Proof is on the way: NIAA has set up Industrial Advertising Research Institute with \$86,000 pledged by 333 firms. Advertisers want the institute to uncover methods which they could use themselves to measure effect of business paper ads on their customers.

Package Store Spies to Test Dealers' Sales Talents

A task force of "mystery shoppers" in eight southern states is about to close in on 14,000 package store operators to test their merchandising techniques and talents. The shoppers, a team of men and women, will walk into stores unannounced, like regular customers, look over the liquor stock, note whether retailers sell, or merely take orders. Shoppers will reveal their identity only after conclusion of the sale.

Merchandising points the shopping team will look for can be applied, and hoped for, in many consumer lines.

... Does the salesperson:

1. Trade up by suggesting larger, more economical sizes?
2. Describe appealing qualities, rather than price?
3. Try for additional sales by suggesting extras, related items?
4. Advance the sale by placing product in the shopper's hands?
5. Suggest gift purchases?

After the sale is completed, "mystery shoppers" will award the retailer a dollar for each point in his favor.

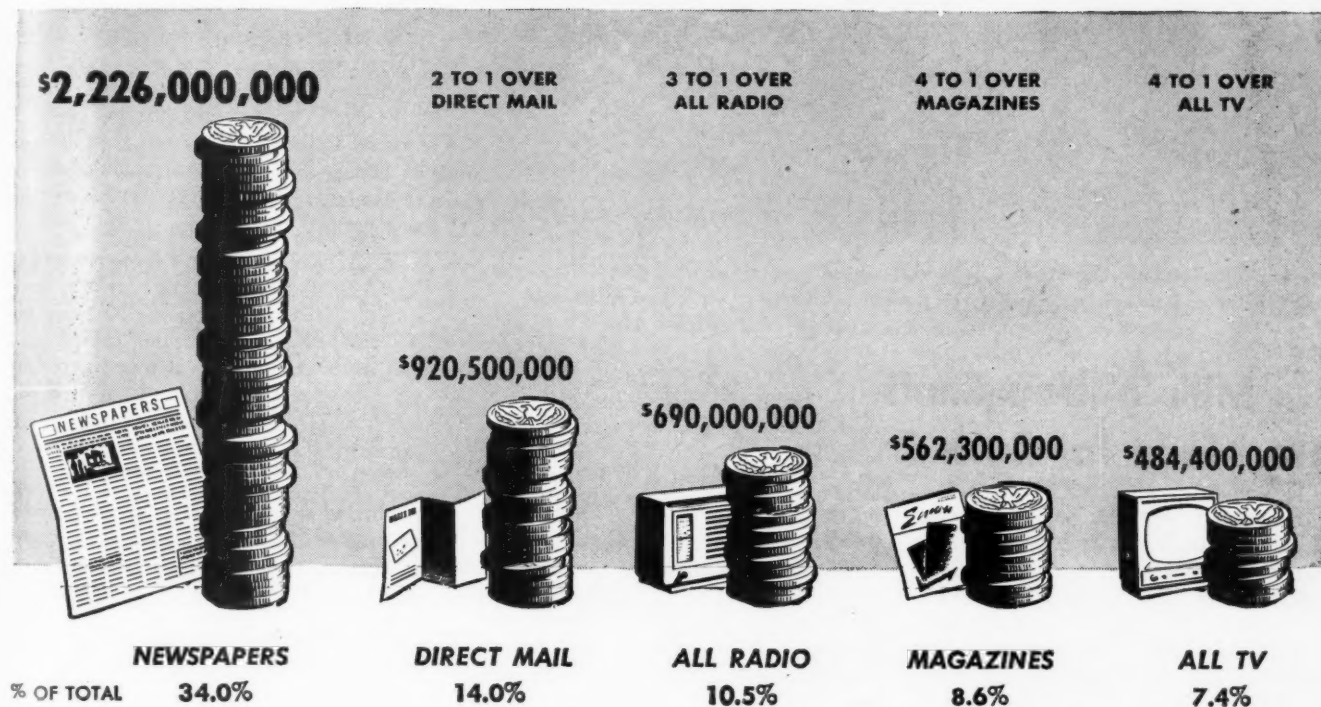
Sponsor of the mystery program is

Southern States Beverage Journal, and according to its publisher, Marvin Levin, the primary purpose of the idea is to "alert our readers to the plus sales opportunities awaiting them." By offering a cash incentive to them at this time, Mr. Levin says, "we hope we will help them reach the point where they'll treat every potential customer as a 'mystery shopper'."

Conducted on a continuing basis, the findings will be published in the beverage journal. The eight "open" states covered are Arkansas, Florida, Georgia, Kentucky, Louisiana, South Carolina, Texas and Tennessee. Shoppers are furnished by the Willmark Service System, Inc., 250 W. 57th St., New York 19, N. Y.

Want Sales Action?

Note: $\frac{1}{3}$ of the nation's ad money*
goes into NEWSPAPERS!



It takes a lot of confidence and all kinds of people to spend two and a quarter billion dollars' worth of advertising.

It takes everybody from big VP's with heavy ad budgets to housewives with rooms to rent. It takes chain-store executives and neighborhood merchants.

It takes local business people — those who spend only their own money for ads, and those who also spend the important money contributed by manufacturers.

But most of all it takes an advertising medium that can do the job — the medium

that can do a *complete* job: NEWSPAPERS.

Newspapers can give you full value for your ad dollar because only newspapers reach *everybody* who can buy.

*Miscellaneous media, 25.5% brings total to 100% — 6½ billion dollars, greatest in the nation's history. Figures include production costs.

Newspapers' percentage covers dailies only (weekdays and Sundays).

Source: Preliminary estimates for 1951 published by Printers' Ink, January 11, 1952.

BUREAU OF ADVERTISING

American Newspaper Publishers Association • 570 Lexington Ave., New York 22 — PLaza 9-6262
360 N. Michigan Ave., Chicago 1 — STate 2-8681 • 240 Montgomery St., San Francisco 4 — EXbrook 2-8530

Sponsored by The Detroit News in the interests of fuller understanding of newspapers

JULY 15, 1952



WHEREVER SINKERS ARE SOLD . . . there'll be posters like this from now to November. Dairy, baker and doughnut industries are pooling a half-million dollars to prove that . . .

... Milk 'n' Doughnuts Are Made for Each Other

"When the average person thinks of a doughnut," says J. I. Sugerman, advertising and sales promotion director of the Doughnut Corporation of America, "he immediately thinks of coffee." Mr. Sugerman, the American Dairy Association and the Bakers of America Program want to change that free association to read "doughnuts 'n' milk," and they're launching a three-industry, half-million dollar "educational" campaign to do it.

Mr. Sugerman has some figures: Doughnut sales totaled \$276 million last year, a 7½% gain over the volume in 1950. Somebody counted all the doughnuts eaten during 1951, and reports the total at 839,500,000 dozen. Of these, 75% were either consumed with, or dunked in, coffee. In fact, Mr. Sugerman says there are three-million card-carrying members of the National Dunking Association, and he hopes that body will alter its rules to permit milk-dunking. As it stands now, the rule states that dunking must be accomplished in a cup. Who drinks milk from a cup?

The doughnut and milk drive gets up steam in September, when a full-page color advertisement sponsored by the American Dairy Association will blossom in *Ladies' Home Journal*. About that time Dunking Certificates are to be issued to milk-doughnut customers at groceries and super

markets. Card reads: "For Distinguished Dunking of Doughnuts in Milk. . . ." According to Mr. Sugerman, the promotion of the Dunking Association has a big kid appeal, and, he says, "The Doughnut Corporation has found it to be one of its most powerful sales weapons each fall."

During the National Doughnut Week, October 18-25, 100 coast-to-coast radio and TV programs will acknowledge the campaign with the spot slogan, "It's milk and doughnut time—they're wholesome pals." The Bakers of America Program will devote one of its October "Hollywood Star Playhouse" programs (NBC, 187 stations) to the cause. A tieup has already been made with the CBS "Club 15" show, and NBC's "Double or Nothing" during Doughnut Week.

Point-of-purchase materials for groceries, super markets, soda fountains and restaurants will be distributed by Doughnut Corporation fieldmen. A streamer, "Vote for Either Milk or Doughnuts," will be offered restaurants. House-to-house milk deliverymen and grocers will wear four-inch square buttonhole tags reading "Made for Each Other." There'll be special mass displays of doughnuts in super markets, with the hint that they taste better with milk. Advertising in daily newspapers on the local level will be carried out by bakers and dairies on a cooperative basis.

8 Tips for Salesmen Who Sell Intangibles

An important buyer of advertising space has just addressed eight sharp, but friendly suggestions to the bosses of business publication space salesmen. National Business Publications, Inc., invited the past president of National Industrial Advertisers Association, and advertising manager of The Black & Decker Manufacturing Co., J. F. Apsey, Jr., to comment at their recent convention on "How Professional Are Your Advertising Representatives?" His remarks:

1. Have a more descriptive title. "Drop the phrase 'Space Salesmen'—right now! It's used . . . together with the even more degrading version 'Space Peddler.' It is not descriptive of the true function of a publisher's salesmen . . . use the term 'media salesmen.'"

2. Make advance appointments. "If you'll improve the calibre and quality of your visits, we'll want to see you! Why start under the handicap of being an unwelcome intruder on a busy day, when a phone call or letter will often pave the way for a pleasant and profitable call? . . ."

3. Identify yourself. "You can say it; better yet, you can give us a card; or best of all, hand us the latest copy of your paper."

4. Get down to business. "Ice can be broken much faster, under the heat of a direct sales approach."

5. Know your prospect's products. "Most of you are certainly sold on your papers, but that's not enough. You should be able to translate a little of that enthusiasm into specific terms that apply to your prospect's products and marketing problems."

6. Know your own product. "I want some indication that media salesmen have more than a speaking acquaintance with the industry which their publication serves. How many media men hold periodic huddles with their editors and tap the storehouse of knowledge that is behind the editorial treatment?"

7. Learn prospect's operating methods. "Just because it is the usual thing to work on a calendar year basis, don't assume that we all are slaves to the calendar."

8. Avoid competitive selling. "There are occasions when competitive comparisons are justified and there are times when we want such information to help us make a close decision. But when you do offer competitive facts, be sure you give us all the facts."

Now, for the first time in Southern California, you can—

MAKE THE WHOLE SALE AT A WHOLESALE RATE!

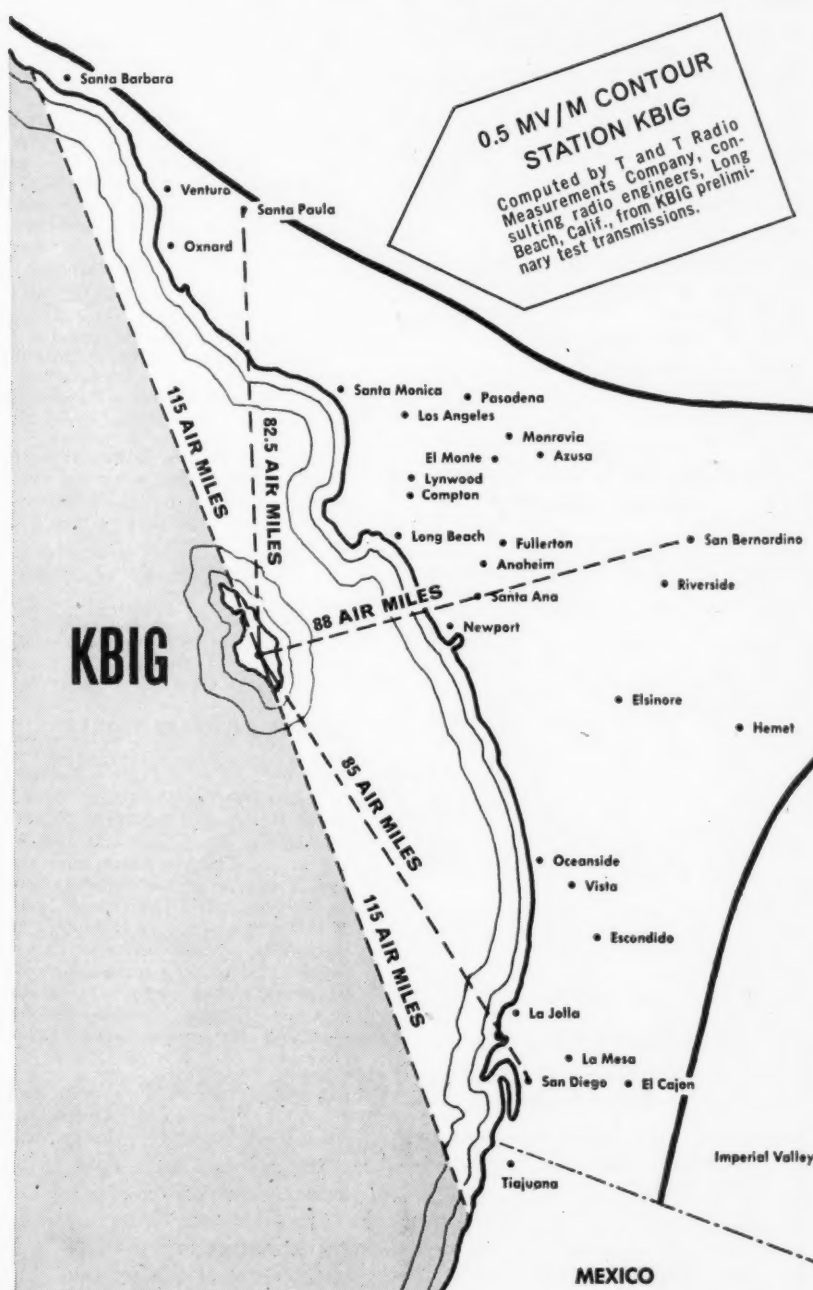
Do it with KBIG, now on the air reaching *all* of Southern California direct from Catalina!

KBIG is the convenient, efficient way to reach the *whole Southland*—one medium, one set of copy, one bill. Not just America's Third Market (Los Angeles), or America's 31st Market (San Diego), or America's 67th Market (San Bernardino-Riverside)—but *all* of them PLUS lots more in between. A total of nearly six million people, at a base hour KBIG rate of only \$118.

KBIG Does It Alone? Yes. KBIG's 10,000-watt signal focuses all its strength on its market and wastes none out to sea. Booming across salt water (finest known conductor of radio waves), KBIG covers Southern California's mainland from Santa Barbara to Mexico. KBIG helps you to make the Whole Sale, to *all* the Southland, at Wholesale Prices—as little as \$9 a spot!

Prove It To Yourself! Compare KBIG's base hour rate (\$118) or base minute rate (\$18) with any combination of newspapers, outdoor, television or radio you need to get this same coverage. You'll see why KBIG is the BIG Buy, the way to make the Whole Sale at the Wholesale Price.

Availabilities Will Never Be As Good As Now! Call Meeker or us—get the whole KBIG story—and place your schedule on



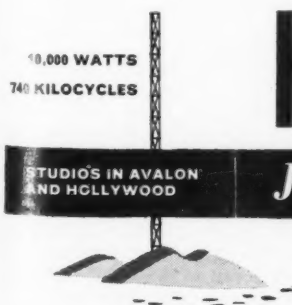
KBIG

GIANT ECONOMY PACKAGE OF SOUTHERN CALIFORNIA RADIO

John Poole Broadcasting Company

BUSINESS OFFICE: 6540 SUNSET BLVD., HOLLYWOOD 28, CALIF.

REPRESENTED BY ROBERT MEEKER ASSOCIATES, INC.



JULY 15, 1952

CUSTOM-PRINTED SCRATCH PADS



500 PADS
(25,000 sheets)
\$29.50

1000 PADS
(50,000 Sheets)
\$49.50

FOB Memphis

For distribution to your customers

Here is effective advertising at low cost. Pads are 4 1/4 x 5 1/2, printed in blue ink on 16-pound white bond paper, 50 sheets to each pad. Unconditionally guaranteed to satisfy; delivery in 30 days. Samples available—order **NOW!**

STANDARD PRINTING & SUPPLY CO.

P. O. Box 1451 307-9 Madison
Memphis, Tenn.

*Rated firms shipped open account;
all others cash with order.*

Looking For A High-Income SALES CAREER?

This offer is to a few men who, though rated successful by ordinary standards, feel that they are up against a stone wall as far as earnings go in their present connection.

We have openings now for sales representatives in a limited number of potentially rich territories to handle our line of advertising specialties, nameplates, political badges and buttons, employee service and award emblems, signs, displays and hundreds of other items.

As a Bastian representative, you will actually be in business for yourself, but make no capital investment beyond the first few months time it takes to get well established.

High commission earnings have raised many of our representatives to the top income brackets in their respective communities. If this arouses your interest, we would like to hear from you. Write us today.

BASTIAN BROS. CO.

Established 1895 Rochester 1, New York

MAKE 'EM LAUGH!

Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Mottoes" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.

FREDERICK E. GYMER
2127 E. 9th St. Cleveland 15, Ohio

SALES MANAGER WANTED

An independent Eastern meat packer wishes to hire a sales manager of proven ability in the meat packing field. Salary open. All replies confidential. Write full details to BOX 2874.

Dear Editor...

ANOTHER NOMINATION

Editor, SALES MANAGEMENT:

With reference to your "Pioneer's Club" . . . (SM, "Comment," April 15). I feel proud to nominate Mr. Fred Inness Brown, known throughout the world as "Mr. Bostitch," also as a salesman's sales manager.

Mr. Brown was sales manager for Bostitch, Inc. since its infancy and is largely responsible for its present-day growth to the position of the largest manufacturer of stapling equipment in the world. Mr. Brown is responsible for the company's plan of distribution, hiring and training over 300 salesmen, directly responsible for setting up all foreign markets, has helped with the national advertising and has been on the advisory council with reference to administrative duties, is still very much alive, but retired, and can still enjoy the fruits gathered by many successful salesmen.

He is a known leader of men, never faltering when the going got rough for a field man. He was one to develop mediocre salesmen to that of extra ordinary salesmen. . . .

G. W. MAHONEY
Vice-President in Charge
of Sales
Chicago Stapler Mfg. Co.
Chicago, Ill.

BEFORE OR AFTER TAXES?

Editor, SALES MANAGEMENT:

Your Pictograph titled "Families in Good Position to Buy More" in the June 15 issue of SALES MANAGEMENT is confusing to me. The bar charts that are shown give a comparison of family income, 1952 vs 1935-36, but I cannot tell immediately if this is gross family income or net family income after taxes. After searching a bit, I came to the conclusion that it must be gross income before taxes. Certainly a much different comparison would be obtained if income after taxes were charted.

ROGER BENGSTON
Green Giant Co.
Le Sueur, Minn.

(Reader Bengston is right. It was gross income.—The Editors.)

SM AT WORK

Editor, SALES MANAGEMENT:

. . . a very interesting article . . . "Tired of Stuff Do's and Don'ts in Sales Training?" We would appreciate a dozen reprints of this article by return mail . . . This article seems ideal for our sales force instruction and we would like to include copies in our sales manual.

R. W. PATRICK
Scribe Corp.
Chicago, Ill.

Editor, SALES MANAGEMENT:

Your article "Five Cockeyed Ideas Salesmen Entertain about Advertising" hit us right between the eyes. It is too true.

In our effort to enlighten our sales personnel, we would like very much to send them this article and also to use it in our next national sales meeting.

Do you have 250 reprints?

K. L. SKILLIN
Armour & Co.
Chicago, Ill.

(Readers' Service does have reprints. Price 10c each.—The Editors.)

THAT LEADERSHIP ARTICLE

Editor, SALES MANAGEMENT:

My congratulations to you and to Mr. Burton Bigelow for what is—in my personal opinion—the very finest article on sales management I have ever had the opportunity of reading!

If you don't have reprints of it now, you had better get the presses rolling, for I'll bet you a half you will get a flood of requests for them. I want 12. Will you send them to me as soon as they are available, together with your invoice?

JACK C. GRIFFIN
Market Research Director
Building Products Division
Reynolds Metals Co.
Richmond, Va.

Editor, SALES MANAGEMENT:

Can you supply reprints of Burton Bigelow's article, "17 Tested Ways to Improve Manpower Leadership," which appeared in the June 15 issue?

If I am any judge of the value of articles which have appeared in SALES MANAGEMENT over the years, the demand for reprints for this article will be heavier than for years.

H. J. ROTHERMEL
Advertising Manager
Dayton Pump & Manufacturing Co.
Dayton, O.

Editor, SALES MANAGEMENT:

. . . we would like to have 25 reprints . . .

C. L. DURHAM
Drug Products Division
Procter & Gamble Distributing Co.
Cincinnati, Ohio

(Bigelow's piece, printed as a 16-page insert in the June 15 issue, is almost sure to rate as "article of the year." Reprints—exactly as the material appeared in the magazine—are now going out as fast as Readers' Service Bureau can fill orders. Price 75c each for 1 to 24 copies, 50c each for 25 to 99 copies.—The Editors.)

SALES MANAGEMENT

INDEX TO ADVERTISERS

Advertising Checking Bureau 89 Agency: Harris & Bond, Inc.	Indianapolis Star and News 9 Agency: Sidener & Van Riper, Inc.	Richmond Independent 44 Agency: Bruce Eldridge Advertising
Akron Beacon Journal 59 Agency: Phil DiNuoscio, Advertising Agency	Industry & Power 52 Agency: Paxson Advertising, Inc.	Rockford Consolidated Newspapers 88 Agency: Cummings, Brand & McPherson, Advertising
American Airlines 3rd Cov. Agency: Ruthrauff & Ryan, Inc.	Kansas Farmer 55 Agency: R. J. Potts, Calkins & Holden, Inc.	The Saturday Evening Post 18-19 Agency: Batten, Barton, Durstine & Osborn, Inc.
American Legion Magazine 56 Agency: St. George & Keyes, Inc.	Kleen-Stik Products Co. 42 Agency: Burlingame-Grossman	San Diego Union & Tribune Sun 90 Agency: Barnes Chase Co.
American Telephone & Telegraph Co. Classified 39 Agency: Cunningham & Walsh, Inc.	KBIG (Hollywood) 109 Agency: John I. Edwards & Associates	Seventeen 87 Agency: Al Paul Lefton
Associated Business Publications 6-7 Agency: Media Promotion Organization	Ladies Home Journal 78 Agency: Doherty, Clifford & Shenfield, Inc.	Sickles Photo-Reporting 50
Bardwell & McAlister, Inc. 92 Agency: Elmer W. Ayer	Lehigh Warehouse & Transportation Co. 4 Agency: Burke Dowling Adams, Inc.	Sioux City Journal 102
The Bayonne Times 44 Agency: Harvey B. Nelson Advertising	Life Magazine 62-63 Agency: Young & Rubicam, Inc.	The Sporting News 15 Agency: The Cramer-Krasselt Co.
Bloomington Daily Pantagraph 49 Agency: Kane Advertising	Louisville Courier Journal 42 Agency: Zimmer-McClaskey Advertising	Standard Outdoor Advertising, Inc. 64A Agency: Donahue & Coe
Buffalo Courier-Express 48 Agency: Baldwin, Bowers & Strachan, Inc.	Marsteller, Gebhardt and Reed, Inc. 56	Standard Printing & Supply Co. 110 Agency: Simon & Gwynn
Building Supply News 77 Agency: Arthur R. MacDonald, Inc.	McGraw-Hill Publishing Co. 74-75 Agency: Fuller-Smith & Ross, Inc.	Successful Farming 35 Agency: L. E. McGivena & Co.
Chicago Sun-Times 37 Agency: John W. Shaw Advertising, Inc.	Miami Herald 101 Agency: August Dorr, Advertising	Slick Airways, Inc. 102 Agency: The Caples Co.
Chicago Tribune 4th Cov. Agency: N. W. Ayer & Son, Inc.	The Milwaukee Journal 5 Agency: Klau-Van Pietersom-Dunlap	Thomas Publishing Co. 3 Agency: W. N. Hudson
Cincinnati Times-Star 93 Agency: The Chester C. Moreland Co.	Minneapolis Star & Tribune 100 Agency: Batten, Barton, Durstine & Osborn, Inc.	Troy Record Newspapers 73
Dallas Morning News 17 Agency: Randall Perry Advertising	National Broadcasting Co. Institutional 66 Agency: J. Walter Thompson	United Van Lines, Inc. 97 Agency: Stanley L. Cahn Co.
Dell Publishing Company 51 Agency: Robert W. Orr & Associates, Inc.	National Geographic 8 Agency: Vansant Dugdale & Co.	WCAU (Philadelphia) 12-13 Agency: N. W. Ayer & Son, Inc.
Des Moines Register 23 Agency: The Buchen Co.	National Provisioner 92 Agency: The Vanden Co.	WDIA (Memphis) 15 Agency: Cole & Co., Inc.
Detroit Free Press 61 Agency: Livingstone Porter Hicks	National Van Lines 49 Agency: Kane Advertising	WFAA (Dallas) 11 Agency: Randall Perry Advertising
Detroit News 107 Agency: W. B. Doner & Co.	New Equipment Digest 2 Agency: Beaumont, Heller & Sperling, Inc.	WHBF (Rock Island) 93 Agency: C. T. Hanson
Detroit Times 95 Agency: Wolfe-Jickling-Conkey, Inc.	New York Journal American 1 Agency: Kudner Agency, Inc.	WHO (Des Moines) 14 Agency: Doe-Anderson Advertising
Emery Air Freight Corp. 105 Agency: J. M. Mathes, Inc.	Omaha World Herald 4 Agency: Allen & Reynolds Advertising	WSBT (South Bend) 79 Agency: Lampert, Fox, Prell & Dolk
Fort Wayne Newspapers 44 Agency: Miller Advertising Co.	Philadelphia Inquirer 45 Agency: Al Paul Lefton Co.	WSJS (Winston Salem) 96 Agency: Bennett Advertising
Foundry Magazine 99 Agency: Beaumont, Heller & Sperling, Inc.	Portland Oregonian 64B Agency: MacWilkins, Cole & Weber	WSM (Nashville) 80 Agency: Noble, Dury & Associates, Inc.
Fountain & Fast Food 10 Agency: Media Promotion Organization	The Progressive Farmer 68-69 Agency: Albert Sidney Noble, Advertising	Waddell Company, Inc. 52 Agency: Advertising Council, Inc.
Good Housekeeping 41 Agency: Anderson & Cairns, Inc.	Radio Corporation of America 50 Agency: J. Walter Thompson Co.	Wall St. Journal 58 Agency: Bozell & Jacobs, Inc.
Gould, Gleiss & Benn, Inc. 48 Agency: C. Franklin Brown, Inc.	Remington Rand, Inc. 53 Agency: Leaford Advertising Agency, Inc.	Washington Evening Star 20 Agency: Henry J. Kaufman & Associates
The Gray Manufacturing Co. 85 Agency: French & Preston, Inc.	Reynolds Metals 47 Agency: Buchanan & Company, Inc.	Woman's Day 71 Agency: Paris & Peart
Jam Handy Organization 2nd Cov. Agency: Campbell-Ewald Co.	Rheem Mfg. Co. 43 Agency: Campbell-Ewald Co., Inc.	Young & Rubicam 57
Holiday Magazine 16 Agency: Batten, Barton, Durstine & Osborn, Inc.		Zippo Manufacturing Co. 81 Agency: Geyer, Newell & Ganger, Inc.
The Schuyler Hopper Company 33		

SALES ENGINEER (Field)

Immediate opening available for a graduate engineer with a minimum of three years sales experience in construction machinery or large scale earthmoving equipment. This is a permanent position entailing field engineering sales assignments for a leading manufacturer of large earth haulage equipment with a world-wide sales organization.

In reply please include full qualifications, salary desired, willingness to relocate and travel. Box 2875

ADVERTISING MANAGER

Large Pacific Coast corporation selling well-established line through grocery channels desires to fill newly created position of advertising manager. The successful candidate will probably be between the ages of 25 and 40, have a broad and sound background of advertising experience, possess a flair for merchandising and a talent for interpreting his management's thinking to the agency and vice versa. He will probably also have been dreaming—on his own time, of course—of this job for a long time. Headquarters will be located at San Francisco. Write full and complete particulars accompanied by photograph (snapshot will do). Interviews will be arranged with qualified applicants. Complete confidence respected. **WRITE BOX 2876**

The Scratch Pad

By T. HARRY THOMPSON

Midsummer Madness: This year's houseflies have already passed their screen-tests. . . . Two slogans battling big odds: "Drive Carefully" and "Keep Off the Grass." . . . Comes now the season when the "vested interests" give way to the 2-piece suit.

Chief cause of seasickness: A plunging deckline.

BEAVER: A jolly good feller.

Long absent from the column, Jack Lutz spotted a comma-hater in *The Philadelphia Bulletin*: "Dr. Klumpp spoke at the last session of a two-day conference on the problem of making a living while growing old at the Benjamin Franklin Hotel."

BARBER: A chap who hates to strop, look, and listen.

I got a grin out of a cartoon-caption in the *Satevepost*, where a clerk says to the boss: "I'd like a lousy \$2 raise!" In the same issue, Wellman France says: "Many people who aim to please need target-practice."

Some day, *all* restaurants and roadside beaneries will learn to scramble eggs in *butter* and not *facial cream*.



Those who would cut down on Europe's free-loaders believe in A Warewell to Alms.

It's a curious paradox to say that the world's largest telescope is without a peer.

I see Reader John L. Love has crashed Jimmy Hatlo's panel, "They'll Do It Every Time."



Gil Whiteley, genial advertising-manager of *Grit*, tells me about the bird who walks up to the bar and asks for a Martini made 35 to 1. The bartender pours him a jigger of gin. The man takes a vial of vermouth from his pocket and administers *one drop* with a medicine-dropper. Looking on with interest, the barman asks: "Want a squeeze of lemon-peel?" The customer clouds-up and storms: "When I want a *lemonade*, I'll ask for it!"

As some sage has observed, Today is the Tomorrow you worried about Yesterday.

Copywriters At Work Dep't: Announcer for a Philadelphia rug-retailer talks about "rugs to enhance your decor." Enhance your decor, anyone?



When the steel hassle was at its height, I was going to say that the President believed in the freedom of the seize; but *Pathfinder* topped that with a definition . . . "Harry Truman: Little seizer."

Mae West revised: "Why'n't you come *up* some time and we'll tear a cigarette?"

The Germantown Saving-Fund advertises its safe-deposit boxes as "a private Fort Knox."

Tup Way says today's inheritance-taxes contribute to the high cost of leaving. In similar vein, he offers a slogan: "Switch to Sudso Soap and reduce the high cost of laving."

Incidentally, an old-timer is one who can remember when cocktails were 15 cents each, or two for a quarter, even in the plushy bistros.

A local drugstore advertises "glorified super hamburgers." What, not de luxe?

In case you're asked on a quiz-program, the first steamship to go it alone without provision for sails was the "Meteor," built at Nyack, N. Y., in 1882. Source: The Royal Insurance Company, Ltd.

No good iron mine is content to rest on its ores.

its
the
n of
that
Tru-

you
ar a

ad-
"a

nce-
t of
rs a
and

one
tails
or a
ros.

lori-
not

pro-
o it
was
Y.,
sur-

t to

ENT